

Department of the Navy

Civilian Career Path Guide
Career Areas

for
Management of
Technology, Information, and Knowledge

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Career Areas

Introduction

By now you should have reviewed Volume I, the Career Path Guide, which provided an overview of the career development process, which includes the Prepare, Assess, Validate and Evaluate phases. Volume I also gave you an overview of the career areas and job roles available to you in your career path. Hopefully you have identified a career area and job role that fits your skills and best matches your long term professional desires.

This volume gives you the detail you need to assess the competencies that may be required in your chosen career area and job role. Competencies are presented in assessment matrices that employees use as worksheets to determine areas for development. Instructions for using these matrices are provided immediately below.

Instructions

Use the assessment matrices provided here in Volume II to perform an assessment of competencies needed to fulfill a target job role (see the Career Foundational Competencies section contained in Volume I for assessment matrices geared toward those competencies). Each matrix is organized by career area. Each career area contains job roles, while each job role has multiple competencies. Select one career area and one job role within that career area to be targeted.

Important Note: *While the listed competencies may require varying levels of proficiency, not every competency requires proficiency. Choose only those competencies that are appropriate for your particular situation.*



1. Some of the sections on the matrices are for information only. Other sections require collaboration between the employee and manager. Instructions for each matrix section are provided below using the numbered figure on the next page. Keep in mind that these matrices differ slightly from the ones used for career foundational competencies. **Career Area/Job Role** contains a reference to which career area and job role the competency pertains.
2. **Competency** contains the name of the competency, numbered within the job role.
3. **Strategic Value** describes why the competency is important.
4. **Learning Objectives & Developmental Opportunities** contain the learning objectives (upper portion) and suggested developmental opportunities (lower portion) that may be useful in satisfying the learning objectives. The developmental opportunities are *suggestions* to pursue **in addition** to those activities to gain proficiency in the **Skill Topics** (explained below). This is not an exhaustive list of developmental activities. Employees and managers are encouraged to explore activities that might be useful in a given situation but which may not be listed.
5. **Current Proficiency & Required Proficiency** Circle or note the number corresponding to the current and required proficiency (or performance level) for the listed competencies. If no proficiency for a given competency is required (in other words, it is not a competency required by the individual), circle or note a zero (0).

1
Career Area: Computer and Information Systems Engineering
Job Role: Architecture and Standards

1	Competency: Architecture	2	Proficiency:	Level:	Skill Topics:
			Current: 0 1 2 3 4 Required: 0 1 2 3 4	E I J S Ex	
3	Strategic Value: To provide secure information systems that are efficient, effective, interoperable, scalable, reliable, integrated and affordable.	Learning Objectives: Understanding the operational, systems and technical views of the architecture framework endorsed by DoD, and their application in computer and information systems components.	5	7	<ul style="list-style-type: none"> - OMB Memo M-97-16 - C4ISR architecture framework - Process modeling - Data interchange services - Computer systems architecture - System design, including hardware components and configuration - Database management - Distributed processing - Operating Systems - Networks - Systems software - Technical standards-their role and specific standards in use and adopted by DoD and OOD - Cryptographic equipment and systems - DoD Security Architecture (MSL)
4	Developmental Opportunities: Learning: - Information Resources Management College, Managing Information Architectures and Infrastructures (all) - Information Resources Management College, Critical Information System Technologies (IE, I, J)	Gap Assessment: Required Proficiency - Current Proficiency = Gap Gap Mitigation Strategy:	6	8	

The assessment scale corresponding to the numerical proficiency values are as follows:

- 0 – No proficiency in competency required
- 1 – Conceptual knowledge of the competency only, no experience
- 2 – Ability to apply competency with help
- 3 – Ability to apply competency autonomously
- 4 – Ability to help others apply competency; may be acknowledged as an expert

This section also includes a **Gap Assessment** section (6) – subtract the current proficiency from the required proficiency and place the resulting number in this section. If the number is positive, there is a deficiency in the competency and a developmental strategy is required -- the larger the number, the greater the deficiency. Next, describe the Gap Mitigation Strategy (the steps to be taken to close the identified gap) in the space provided. It is important to weigh these competencies accurately; therefore, employees and managers need to work together closely to fill out this section.

7. **Level** This section suggests the appropriate level where the competency is found. This may be different for a given situation (for example, a headquarters versus field activity). Levels include:

- E – Entry Level
- I – Intermediate Level
- J – Journey Level
- S – Senior Specialist/Supervisor/Managerial Level
- Ex – Executive/SES Level

8. ***Skill Topics*** This lists suggested topics that pertain to the competency. While not all of the skill topics may be relevant to a job role, they provide guidance as to the types of skills found in the competency and thus some of the typical developmental activities that occur as the skills are honed.

Information Management Career Area

Job Roles

The job roles in the Information Management Career Area include the following competencies:

❖ ***Acquisition Oversight***

Definition: oversees the acquisition of IM/IT products and services in accordance with the IM/IT architecture and established Federal, DoD and DON acquisition policy and guidance; plans and approves acquisition policy.

1. Acquisition
2. Business Development
3. Life Cycle Management
4. Acquisition Policy Development and Implementation
5. Procurement Strategy Planning and Implementation
6. Capital Planning and Investment
7. Business Process Reengineering
8. Systems Integration
9. Information Technology, Information Management, Knowledge Management
10. Architecture
11. Operations Research
12. Program Management
13. Contracting Officer's Representative
14. Information Assurance

❖ ***Asset Management***

Definition: uses tools and methods for the management of support functions for inventory, invoicing, and fixed enterprise IM/IT assets. It may also include general ledger, accounts receivable, accounts payable, Enterprise Resource Planning (ERP), and Enterprise Licensing.

1. Asset Management
2. Configuration Management
3. Business Development
4. Acquisition
5. Business Process Reengineering
6. Program Management
7. Contracting Officer's Representative
8. Information Assurance

❖ ***Capital Planning/Investment***

Definition: formulates policy and financial plans for the capital and operational costs associated with the IM/IT infrastructure to include the associated appropriations and IT budget as well as the oversight of financial obligations associated with IM/IT infrastructure procurements.

1. Business/Financial Management
2. Cost Estimating and Economic Analysis
3. Acquisition
4. Business Development
5. Policy Development and Implementation
6. Information Technology, Information Management, Knowledge Management
7. Business Process Reengineering
8. Operations Research
9. Program Management
10. Contracting Officer's Representative
11. Information Assurance

❖ **Chief Information Officer**

Definition: has overall responsibility for all aspects of IM/IT in an organization. Roles and responsibilities are generally derived from the Clinger-Cohen Act of 1996. Coordinates closely with the organization's leader and his/her direct reports, in order to align enterprise information resources with the mission.

1. Policy and Organizational
2. Leadership and Managerial
3. Process/Change Management
4. Information Resources Strategy and Planning
5. IT Performance Assessment: Models and Methods
6. Project/Program Management
7. Capital Planning and Investment Assessment
8. Acquisition
9. E-Government/Electronic Business/Electronic Commerce
10. IT Security/Information Assurance
11. Technical
12. Desktop Technology Tools

❖ **Competency Management**

Definition: leverages human capital by strengthening the KM/IM/IT competencies of the enterprise. Oversees development of KM/IM/IT cognitive skills; establishes KM/IM/IT competency guidelines of the non-KM/IM/IT workforce; ensures the recruitment, retention, and training of the KM/IM/IT workforce needed to fulfill core capabilities; and, ensures the IM/IT infrastructure will support Distance Learning/Distributed Learning (DL) while expanding the use of DL technologies.

1. Human Resource Management
2. Competency Definition
3. Organizational Development
4. Distributed Learning Technologies
5. Information Technology, Information Management, Knowledge Management
6. Program Management
7. Contracting Officer's Representative

❖ eBusiness/eGovernment

Definition: develops and applies enterprise-wide e-Business and electronic government tools, policy, practices, standards and procedures; interfaces with DoD, Federal, National, and International planning and standards organizations for matters regarding e-Business/e-Government.

1. Telecommunications Systems Architecture
2. Internet Technologies
3. Information Assurance
4. Business Process Reengineering
5. Policy Assessment
6. Integrated Network Management
7. Standards
8. Electronic Data Interchange
9. Systems Integration
10. Computer Systems Architecture
11. Software Development
12. Program Management
13. Contracting Officer's Representative

❖ Learning

Definition: formulates policy and requirements for building KM/IM/IT competencies in the organization's workforce, including KM/IM/IT professionals as well as the rest of the organization. For those areas requiring military expertise and/or current knowledge of military operations, designs and delivers the requisite education and training. Requires knowledge of the technology of learning, including Instructional Systems Design (ISD) and Advanced Distributed Learning (ADL).

1. Information Technology, Information Management, Knowledge Management
2. Instructional Systems Design
3. Distributed Learning Technologies
4. Learning Policy Assessment
5. Education & Training Delivery
6. Program Management
7. Contracting Officer's Representative

❖ Manpower Planning

Definition: defines staffing and competency requirements for the core KM/IM/IT workforce necessary to plan, design, manage, operate, and support the IM/IT infrastructure to include the use of military, civilian, and contractor personnel and related acquisition, competency development, and personnel management considerations.

1. Information Technology, Information Management, Knowledge Management
2. Manpower Planning and Requirements Analysis
3. Human Resource Management
4. Policy Assessment
5. Program Management
6. Contracting Officer's Representative

❖ **Performance Assessment**

Definition: uses tools, methodologies, and procedures to measure or evaluate enterprise IM/IT performance.

1. Network Monitoring
2. Performance Metrics
3. Modeling and Simulation
4. Business Process Reengineering
5. Requirements Analysis
6. Developmental Test & Evaluation
7. Integrated Verification & Validation
8. Operational Test & Evaluation
9. Operations Research
10. Program Management
11. Contracting Officer's Representative
12. Information Assurance

❖ **Process Reengineering and Change Management**

Definition: uses tools, methodologies and procedures to improve the enterprise IM/IT business processes, creating a business environment focused on teamwork and outcomes; improves organizational effectiveness, reengineering and reinventing processes, as well as adopting strategies to anticipate and manage change.

1. Business Process Reengineering
2. Business Development
3. Operations Research
4. Computer Systems Architecture
5. Information Technology, Information Management, Knowledge Management
6. Computer Aided Software Engineering
7. Software Development
8. Policy Development and Implementation
9. Organizational Development
10. Enterprise Resource Planning
11. Program Management
12. Contracting Officer's Representative
13. Information Assurance

❖ **Records Management**

Definition: plans, directs, organizes, trains, promotes, and manages activities with respect to records creation, maintenance and use to include document management.

1. Configuration Management
2. Asset Management
3. Information Technology, Information Management, Knowledge Management
4. Data Maintenance
5. Information Sciences
6. Document Management
7. Program Management
8. Contracting Officer's Representative
9. Information Assurance

❖ ***Strategic Planning***

Definition: creates and updates policy and strategic plans governing the use of information resources across the enterprise and the enterprise-wide operational capability to access, process, transport, store, protect and manage this information; establishes the benefits and justifies the planned expenditures in the IM/IT infrastructure and the required management and operational capabilities.

1. Policy/Strategic Plan Development and Implementation
2. Policy Assessment
3. Business Development
4. Business Process Reengineering
5. Business/Financial Management
6. Information Technology, Information Management, Knowledge Management
7. Program Management
8. Contracting Officer's Representative

Competencies by Job Role

The following table illustrates the breakout of competencies (along the left hand side) by job role (across the top) within this career area:

Competency:	Acquisition Oversight	Asset Management	Capital Planning and Investment	CIO	Competency Management	E-Business	Learning	Manpower Planning	Performance Assessment	Process Reengineering and Change Management	Records Management	Strategic Planning
Acquisition	●	●	●	●								
Acquisition Policy Development and Implementation	●											
Architecture	●											
Asset Management		●									●	
Business Development	●	●	●							●		●
Business Process Reengineering	●	●	●			●			●	●		●
Business/Financial Management			●									●
Capital Planning and Investment Assessment	●			●								
Competency Definition					●							
Computer Aided Software Engineering (CASE)										●		
Computer Systems Architecture						●				●		
Configuration Management		●									●	
Contracting Officers Representative (COR)	●	●	●		●	●	●	●	●	●	●	●
Cost Estimating and Economic Analysis			●									
Data Maintenance											●	
Desktop Technology Tools				●								
Developmental Test & Evaluation (DT&E)									●			
Distributed Learning Technologies					●		●					
Document Management											●	
E-Business						●						
E-Government/Electronic Business/Electronic Commerce				●								
Education & Training Delivery							●					
Enterprise Resource Planning										●		
Human Resource (HR) Management					●			●				
Information Assurance	●	●	●			●			●	●	●	

Competency:	Acquisition Oversight	Asset Management	Capital Planning and Investment	CIO	Competency Management	E-Business	Learning	Manpower Planning	Performance Assessment	Process Reengineering and Change Management	Records Management	Strategic Planning
Information Resources Strategy and Planning				•								
Information Sciences											•	
Information Technology, Information Management, Knowledge Management	•		•		•		•	•		•	•	•
Instructional Systems Design (ISD)							•					
Integrated Network Management						•						
Integrated Verification & Validation (IV&V)									•			
IT Security/Information Assurance				•								
Leadership/Managerial				•								
Learning Policy Assessment							•					
Life Cycle Management	•											
Manpower Planning and Requirements Analysis								•				
Modeling and Simulation									•			
Network Monitoring									•			
Operational Test & Evaluation (OT&E)									•			
Operations Research	•		•						•	•		
Organizational Development					•					•		
Performance Assessment Models and Methods				•								
Performance Metrics									•			
Policy and Organizational				•								
Policy Assessment						•		•				•
Policy Development and Implementation			•							•		
Policy/Strategic Plan Development and Implementation												•
Process/Change Management				•								
Procurement Strategic Planning and Execution	•											
Program Management	•	•	•		•	•	•	•	•	•	•	•
Project/Program Management				•								
Requirements Analysis									•			
Software Development						•				•		
Standards						•						

Competency:	Acquisition Oversight											
	Asset Management											
	Capital Planning and Investment											
	CIO											
	Competency Management											
	E-Business											
	Learning											
	Manpower Planning											
	Performance Assessment											
	Process Reengineering and Change Management											
Systems Integration		●					●					
Technical					●							
Telecommunication System Architecture							●					

Job Roles by Occupational Series

The following table presents a matrix of the occupational series (on the left side) by the job roles in this career area (across the top). It is offered as general guidance to help identify where the work performed in the various job roles may be found in the federal government workforce. As such, it does not depict every situation that could occur. More detailed information on the draft classification standard for the Information Technology Group (GS-2200) can be found in Appendix B of Volume I.

	Acquisition Oversight	Asset Management	Capital Planning & Investment	Chief Information Officer	Competency Management	e-Business	Learning	Manpower Planning	Performance Assessment	Process Reengineering & Change Management	Records Management	Strategic Planning
GS-301 Misc. Admin. and Program	•	•	•	•	•	•	•	•	•	•	•	•
GS-335 Computer Clerk & Assistant		•									•	
GS-340 Program Management	•	•	•	•	•			•				•
GS-343 Management & Program Analysis	•	•	•					•	•	•		•
GS-391 Telecommunications	•	•	•	•		•			•			•
GS-392 General Telecommunications		•							•			
GS-854 Computer Engineer				•								
GS-855 Electronics Engineering	•			•								
GS-1410 Librarian											•	
GS-1411 Library Technician											•	
GS-1412 Technical Information Services											•	
GS-1515 Operations Research									•	•		
GS-1550 Computer Science	•			•								
GS-2210 IT Management Specialist ¹	•	•	•	•	•	•	•	•	•	•	•	•

¹ Formerly GS-334 Computer Specialist.

Career Area: Information Management**Job Role: Acquisition Oversight**

1	Competency: Acquisition	Proficiency:		Level:					Skill Topics:	
<u>Strategic Value:</u> To ensure the organization's products and services reflect customer requirements, both cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.	<u>Learning Objectives:</u> Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- Procurement processes- Acquisition documentation- Life-cycle management- Economic analysis principles- Activity-based costing- DoD, DON budget and procurement processes- BPR methodologies, metrics, tools, and techniques- Plan and budgetary document development to support requirements- Metrics and performance analysis- Acquisition, Distribution and Disposal- Federal laws and DoD, DON regulations	
		0 1 2 3 4	0 1 2 3 4				X	X		X
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Information Resources Management College, Information Management Planning (all)- Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex)- DAU DAWIA curriculum (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Acquisition Oversight**

2 Competency: Business Development		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To sustain the structure and operations of the organization within projected cost and revenue, and to ensure requirements for planned growth and technology insertion are met with adequate capital investment resources.</i>	<u>Learning Objectives:</u> Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.	0 1 2 3 4	0 1 2 3 4			X	X		- Marketing - Customer business requirements - Competitive proposal preparation and presentation - Customer service -Business case analysis
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) - Managerial Accounting Course (all) - Financial management course (all)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Acquisition Oversight**

3	Competency: Life Cycle Management	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To ensure adherence to Federal law and DOD Life Cycle regulations in the acquisition, maintenance, operation and disposal of required hardware, support services and other materials.</i>	Learning Objectives: Knowledge of and ability to acquire required hardware, software, support services and other materials.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Project Planning - AIS Life Cycle Management
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S)	Gap Assessment: <div style="display: flex; justify-content: space-between; width: 100%;"> _____ - _____ = _____ </div> <div style="display: flex; justify-content: space-between; width: 100%;"> Required Proficiency - Current Proficiency = Gap </div>							
		Gap Mitigation Strategy: 							

Career Area: Information Management**Job Role: Acquisition Oversight**

4	Competency: Acquisition Policy Development and Implementation	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<p><u>Strategic Value:</u></p> <p>To develop staff and assist in the implementation of departmental policy regarding DON, DoD and Federal Government legislative mandates (i.e., Congressional Directives, Executive Orders, and policies relating to information systems).</p>	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply information management concepts, principles, practices, procedures, policies, standards and operational requirements both internal and external to the DON (e.g., at the Joint Staff level) necessary to develop or modify policy.</p>	0 1 2 3 4	0 1 2 3 4			X	X	X	<ul style="list-style-type: none"> - Commercial, Federal and Military standards - Regulatory environment - Operational procedures - Operational doctrine - Tariffs and pricing structures - Policy directives - Policy development - Migration/integration initiatives
	<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) <p>Work-based:</p> <ul style="list-style-type: none"> - Serve in an policy organization as a staff action officer (J) 	<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>							

Career Area: Information Management**Job Role: Acquisition Oversight**

5	Competency: Procurement Strategic Planning and Execution	Proficiency:					Level:					Skill Topics:					
<u>Strategic Value:</u> To provide program and acquisition planning, source selection, contract management, program management and procurement process improvement expertise to DON IM/IT programs.	<u>Learning Objectives:</u> Knowledge of and ability to provide planning for programs and acquisitions, select sources, manage contracts and programs, and apply BPR expertise.	Current					Required					E	I	J	S	Ex	- Acquisition strategy development - Risk assessment and mitigation - DoD series 5000 application - COTS/NDI assessment - RFP development - Proposal evaluation and scoring - Negotiations and strategies - Contract compliance monitoring - Claims analysis - Program management strategy and implementation - Procurement change implementation
		0	1	2	3	4	0	1	2	3	4			X	X	X	
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) Work-based: - Serve as Contracting Officer's Representative (J, S)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>															

Career Area: Information Management**Job Role: Acquisition Oversight**

6	Competency: Capital Planning and Investment	Proficiency:	Level:	Skill Topics:
<u>Strategic Value:</u> <i>To understand the importance of Capital Planning and Investment Analysis; to decentralized IT and make each agency autonomous in the way it plans, invests in and implements IT; to provide a framework for running government with the same disciplines as private business.</i>	<u>Learning Objectives:</u> Knowledge of and ability to apply best practices; analyze cost/benefit, economics and risk; apply risk management models and methods; weigh benefits of alternative IT investments; perform capital investment analysis; perform business case analysis; integrate performance with mission and budget process; and perform investment review.	Current 0 1 2 3 4	Required 0 1 2 3 4	E I J S Ex X X
	<u>Developmental Opportunities:</u> Learning: - STAR Program (S, Ex) - DAWIA (S, Ex)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap	<u>Gap Mitigation Strategy:</u>	- Commonly used metrics (e.g., ROI, NPV, IRR, MIRR) - Methodologies used in cost benefit, economic and risk analysis - Areas of risk—cost, technical (including obsolescence) and management capability - Best practice risk management models including opportunity cost, sunk cost, etc. - Commonly accepted standards, tools, and methods available for weighing benefits of alternative IT investments - Forecasting - Capital investment models and methods (e.g. CAPM, IRR, NPV, MIRR) - Elements of business case analysis - Raines rule - Qualitative and quantitative contribution of capital planning investments to the agency mission - Investment review process - Planning, Programming and Budgeting System (PPBS)

Career Area: Information Management**Job Role: Acquisition Oversight**

7	Competency: Business Process Reengineering		Proficiency:		Level:					Skill Topics:
	Current	Required	E	I	J	S	Ex			
<u>Strategic Value:</u> <i>To ensure the organization's methods and processes support customer requirements, both cost and technical.</i>	0 1 2 3 4	0 1 2 3 4		X	X	X	X			
<u>Learning Objectives:</u> Knowledge of and ability to apply analytical methods and procedures to review and assess information management processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.										
<u>Developmental Opportunities:</u> Learning: - DoD BPR Certificate Program (all) - Information Resources Management College: (all) -- Reengineering Organizational Processes -- Information Measuring Results of Organizational Performance -- Information Management Planning -- IT Capital Planning	<u>Gap Assessment:</u> <div style="display: flex; justify-content: space-around; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div>									
	<u>Gap Mitigation Strategy:</u> 									

Career Area: Information Management**Job Role: Acquisition Oversight**

8	Competency: Systems Integration		Proficiency:		Level:					Skill Topics:	
			Current	Required	E	I	J	S	Ex		
Strategic Value: <i>To manage the integration of subsystems into a system.</i>	Learning Objectives: Knowledge of and ability to integrate large information systems.		0 1 2 3 4	0 1 2 3 4				X	X	X	- Integration methods, tools and metrics - System interoperability - Software portability - Software scalability - System security - System testing - DoD and DON Enterprise migration strategies - Specifications and uses of embedded computers
	Developmental Opportunities: Learning: - System engineering course (I) - Attend system engineering symposia (I, J, S) - Present at system engineering symposia (J, S) - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex) Work-based: - Participate in interface design specification (I) - Participate in integration testing (I) - Management and supervisor training courses (J, S, Ex)		Gap Assessment: _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Acquisition Oversight**

9	Competency: Info. Technology, Info. Mgmt., Knowledge Mgmt.	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure organization information resources are strategic assets that will provide the backbone of DON decision-making needs by utilizing information and knowledge resources most effectively.</i>	<u>Learning Objectives:</u> Knowledge of and ability to manage information, knowledge, information technology and related resources according to Federal laws and DoD, DON regulations.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Information management - Information resource management - Computing and Communications - IM/IT acquisition - Information resource management regulations, policies and procedures - Knowledge Management - Leadership - Performance assessment - Capital planning and investment - Technology advances - Strategic planning - Process/change management - IM/IT architecture - Information Assurance
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, CIO Certificate Program (J, S, Ex) - Federal CIO Council, CIO University (S, Ex)	<u>Gap Assessment:</u> <div style="display: flex; justify-content: space-between; width: 100%;"> _____ - _____ = _____ </div> <div style="display: flex; justify-content: space-between; width: 100%;"> Required Proficiency - Current Proficiency = Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Acquisition Oversight**

10	Competency: Architecture		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To provide secure information systems that are effective, interoperable, scalable, reliable, integrated and affordable.</i>	Learning Objectives: Understanding the operational, systems and technical views of the architecture framework endorsed by DoD, and their application in computer and information systems components.	0 1 2 3 4	0 1 2 3 4	X	X	X	X			- OMB Memo M-97-16 - C4ISR architecture framework - Process modeling - Data interchange services - Computer systems architecture - System design, including hardware components and configuration - Database management - Distributed processing - Operating Systems - Networks - Systems software - Technical Standards--their role and specific standards in use and adopted by DoD and DON - Cryptographic equipment and systems - DoD Security Architecture (MSL)
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Managing Information Architectures and Infrastructures (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S)	Gap Assessment: _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap			Gap Mitigation Strategy: 					

Career Area: Information Management**Job Role: Acquisition Oversight**

11	Competency: Operations Research	Proficiency:					Level:					Skill Topics:					
<u>Strategic Value:</u> To assist customers in information systems assessment, planning, design, modifications, and strategy development.	<u>Learning Objectives:</u> Knowledge of and ability to perform design, trade off and cost benefit analysis, and to evaluate and optimize information systems.	Current					Required					E	I	J	S	Ex	<ul style="list-style-type: none">- Modeling methods- Correlation analysis- Analysis of variance- Parameter estimation from statistical samples- Parametric and nonparametric test of significance- Principal component analysis- Monte-Carlo analysis- Analytical hierarchical process- Decision support- Bayesian inferencing- Automated statistical evaluation packages (e.g., SAS, SYSTAT, S-PLUS, SPSS, STATISTICA)- Graphical presentations/visualization- Spread sheet programs (e.g., Excel, 1-2-3)- Sampling theory
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Attend courses in operations research (E, I)- Information Resources Management College, Information Management Planning (all)- Information Resources Management College, Information Technology Acquisition for the CIO (S)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>															

Career Area: Information Management**Job Role: Acquisition Oversight**

12	Competency: Program Management	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.</i>	Learning Objectives: Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment - Project integration management - Quality management - Risk management - Financial management
	Developmental Opportunities: Learning: - Information Resources Management College: (I, J, S) --Information Management Planning --Information Technology Acquisition for the CIO --IT Project Management --IT Capital Planning - STAR Program (all) - DAWIA (all) Work-based: - Serve as Contracting Officer's Representative (J, S)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Current = Gap Proficiency Proficiency </div> Gap Mitigation Strategy:							

Career Area: Information Management**Job Role: Acquisition Oversight**

13	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	Learning Objectives: Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.	0 1 2 3 4	0 1 2 3 4		X	X	X			- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options
	Developmental Opportunities: Learning: - Information Resources Management College, Information Technology Acquisition for the CIO (S) - STAR Program (all)- DAWIA (all)	Gap Assessment: <div style="display: flex; justify-content: space-between; width: 100%;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; width: 100%;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Acquisition Oversight**

14	Competency: Information Assurance		Proficiency:		Level:					Skill Topics:
	Current	Required	E	I	J	S	Ex			
<p><u>Strategic Value:</u></p> <p>To acquire, maintain and ensure the security of information systems in an effective, interoperable, scalable, reliable, integrated and affordable fashion.</p>	0 1 2 3 4	0 1 2 3 4	X	X	X	X	X	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply physical access controls, technical security countermeasures, classification and safeguarding of controlled information and operational & industrial security. Ability to validate that appropriate countermeasures are being integrated correctly into program and to ensure that assurance evidence that demonstrates that the system is secure are produced.</p>	<p>- Information Systems Security</p> <p>- National Level IM/IT Policy</p> <p>- Trusted Systems</p> <p>- Discretionary and Mandatory Access Control</p> <p>- Identification and Authentication</p> <p>- Common criteria, DITSCAP</p> <p>- Assurance Evidence</p>	
<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <p>- NETg Technical Training Courses (all)</p> <p>Work-based:</p> <p>- Partnering with Industry (all)</p>	<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>									

Career Area: Information Management**Job Role: Asset Management**

1	<u>Competency:</u> Asset Management		<u>Proficiency:</u>		<u>Level:</u>					<u>Skill Topics:</u>
			Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To manage the inventory of DON and organization information management technology assets for DON programs and operations.	<u>Learning Objectives:</u> Knowledge of and ability to apply methods and procedures to identify, purchase, distribute, and maintain information technology assets.	0 1 2 3 4	0 1 2 3 4	X	X	X				- Asset management - State-of-the-art planning strategies - Information technology - IT resource utilization - Acquisition packages
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap					<u>Gap Mitigation Strategy:</u>			

Career Area: Information Management**Job Role: Asset Management**

2	Competency: Configuration Management	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To track and document changes to information systems to ensure system and product characteristics conform to validated standards and standard profiles, and to support systems operations and trouble shooting.	<u>Learning Objectives:</u> Knowledge of and ability to identify, track (status accounting), control, and document information and physical characteristics of an information system or product (including documentation during a system's life cycle).	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- Software repository information- Hardware configuration administration- Network management tools- Software and hardware configuration management tools- Information systems software and hardware configuration modifications- Software metrics for status accounting of change management and process control- Configuration management standards, plans and policies- Problem reporting and analysis
		0 1 2 3 4	0 1 2 3 4	X	X	X			
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Attend formal CM training (E, I)- Attend CM conferences (I, J, S)- Information Resources Management College, Information Management Planning (all) Work-based: <ul style="list-style-type: none">- Participate in writing of CM plan (I, J)- Participate in a CM audit (I, J)- Serve on a configuration control board (I, J)- Attend a CCB meeting (E)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap							
		<u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Asset Management**

3 Competency: Business Development		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To sustain the structure and operations of the organization within projected cost and revenue, and to ensure requirements for planned growth and technology insertion are met with adequate capital investment resources.	<u>Learning Objectives:</u> Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Marketing - Customer business requirements - Competitive proposal preparation and presentation - Customer service - Business case analysis
	<u>Developmental Opportunities:</u> Learning: - Managerial Accounting Course (all) - Financial management course (all) - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap					<u>Gap Mitigation Strategy:</u>		

Career Area: Information Management**Job Role: Asset Management**

4 Competency: Acquisition		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure the organization's products and services reflect customer requirements, bot cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</i>	<u>Learning Objectives:</u> Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Procurement processes- Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DON budget and procurement processes - BPR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DON regulations
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Asset Management**

5	Competency: Business Process Reengineering		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To ensure the organization's methods and processes support customer requirements, both cost and technical.</i>	Learning Objectives: Knowledge of and ability to apply analytical methods and procedures to review and assess information management processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.	0 1 2 3 4 0 1 2 3 4		X	X	X	X		- Economic analysis principles - Activity-based costing - DoD and DON budget and procurement processes - BPR methodologies, metrics, tools and techniques - Automated information systems for specific computer projects - Plan and budgetary document development to support requirements	
	Developmental Opportunities: Learning: - DoD BPR Certificate Program (all) - Information Resources Management College, Reengineering Organizational Processes (all) - Information Resources Management College, Information Measuring Results of Organizational Performance (all) - Information Resources Management College, Information Management Planning (all)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency Gap </div> Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Asset Management**

6	Competency: Program Management	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.</i>	<u>Learning Objectives:</u> Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment - Project integration management - Quality management - Risk management - Financial management
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College: (I, J, S) --Information Management Planning --Information Technology Acquisition for the CIO --IT Project Management --IT Capital Planning - STAR Program (all) - DAWIA (all) Work-based: - Serve as Contracting Officer's Representative (J, S)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Asset Management**

7	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:
	Current	Required	E	I	J	S	Ex			
Strategic Value: <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	0 1 2 3 4	0 1 2 3 4		X	X	X				
	Learning Objectives: Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.							- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options		
	Developmental Opportunities: Learning: - STAR Program (all) - DAWIA (all)		Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>							
			Gap Mitigation Strategy: 							

Career Area: Information Management**Job Role: Asset Management**

8	Competency: Information Assurance		Proficiency:		Level:					Skill Topics:
	Current	Required	E	I	J	S	Ex			
<p><u>Strategic Value:</u></p> <p>To acquire, maintain and ensure the security of information systems in an effective, interoperable, scalable, reliable, integrated and affordable fashion.</p>	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply physical access controls, technical security countermeasures, classification and safeguarding of controlled information and operational & industrial security. Ability to validate that appropriate countermeasures are being integrated correctly into program and to ensure that assurance evidence that demonstrates that the system is secure are produced.</p>	<p>0 1 2 3 4</p>	<p>0 1 2 3 4</p>	X	X	X	X	X	<ul style="list-style-type: none"> - Information Systems Security - National Level IM/IT Policy - Trusted Systems - Discretionary and Mandatory Access Control - Identification and Authentication - Common criteria, DITSCAP - Assurance Evidence 	
	<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - NETg Technical Training Courses (all) <p>Work-based:</p> <ul style="list-style-type: none"> - Partnering with Industry (all) 		<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>							

Career Area: Information Management**Job Role: Capital Planning and Investment**

1	Competency: Business/Financial Management		Proficiency:		Level:					Skill Topics:										
			Current	Required	E	I	J	S	Ex											
<u>Strategic Value:</u> To provide financial planning and budgeting, fiscal management, financial analysis and reporting, and accounting support for DON IM/IT programs.			<u>Learning Objectives:</u> Knowledge of and ability to develop budgets, prepare data for POM submission, analyze and assess program performance, and apply financial performance metrics.		0	1	2	3	4	0	1	2	3	4						- Budget development - DoD PPBS/POM preparation - Program executability analysis - Affordability assessment - Resource allocation/optimization - Documentation preparation - Shortfall identification/tracking - Risk mitigation strategy development - Project baseline preparation - Trend analysis and forecasting - Accounting financial systems
<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, IT Capital Planning (all) - University/commercially available business, finance and accounting courses (all)			<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>																	

Career Area: Information Management**Job Role: Capital Planning and Investment**

2	Competency: Cost Estimating and Economic Analysis	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To provide business decision analysis, cost estimating and modeling, economic analysis, and pricing and fee structuring support for DON IM/IT programs.	<u>Learning Objectives:</u> Knowledge of and ability to apply methods and tools of cost estimating and economic analysis.	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- Business Case Analysis- Cost/benefit analysis, Cost/risk analysis- Cost/performance trade studies- Feasibility studies- Financing strategies- Lease/purchase trade-offs- Return on Investment (ROI)- Independent cost estimates- Life cycle cost estimates- Infrastructure assessments- Outsourcing/privatization- Contract price negotiation- Cost realism
		0 1 2 3 4	0 1 2 3 4		X	X	X		
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Information Resources Management College, Information Management Planning (all)- Information Resources Management College, IT Capital Planning (all)- University/commercially available economics courses (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Capital Planning and Investment**

3	Competency: Acquisition		Proficiency:		Level:					Skill Topics:	
			Current	Required	E	I	J	S	Ex		
Strategic Value: <i>To ensure the organization's products and services reflect customer requirements, bot cost and technical, in a competitive environment, and to ensure these requirements are met through the acquisition process.</i>	Learning Objectives: Knowledge of and ability to apply Federal, DoD and DON acquisition management guidance and analytical methods to formally plan, organize, direct and control the program and project acquisition process.		0 1 2 3 4	0 1 2 3 4				X	X	X	- Procurement processes - Acquisition documentation - Life-cycle management - Economic analysis principles - Activity-based costing - DoD, DON budget and procurement processes - BPR methodologies, metrics, tools, and techniques - Plan and budgetary document development to support requirements - Metrics and performance analysis - Acquisition, Distribution and Disposal - Federal laws and DoD, DON regulations
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, IT Capital Planning (all) - Information Resources Management College, Information Technology Acquisition for the CIO (S, Ex)	Gap Assessment: <div style="display: flex; justify-content: space-between; width: 100%;"> _____ - _____ = _____ </div> <div style="display: flex; justify-content: space-between; width: 100%;"> Required Proficiency - Current Proficiency = Gap </div>									
		Gap Mitigation Strategy:									

Career Area: Information Management**Job Role: Capital Planning and Investment**

4 Competency: Business Development		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To sustain the structure and operations of the organization within projected cost and revenue, and to ensure requirements for planned growth and technology insertion are met with adequate capital investment resources.</i>	<u>Learning Objectives:</u> Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Marketing - Customer business requirements - Competitive proposal preparation and presentation - Customer service - Business case analysis
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, IT Capital Planning (all)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Capital Planning and Investment**

5	Competency: Policy Development and Implementation		Proficiency:		Level:					Skill Topics:										
			Current	Required	E	I	J	S	Ex											
<p><u>Strategic Value:</u></p> <p>To develop staff and assist in the implementation of departmental policy regarding DON, DoD and Federal Government legislative mandates (i.e., Congressional Directives, Executive Orders, and policies relating to information systems).</p>			<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply information management concepts, principles, practices, procedures, policies, standards and operational requirements both internal and external to the DON (e.g., at the Joint Staff level) necessary to develop or modify policy.</p>		0	1	2	3	4	0	1	2	3	4						<ul style="list-style-type: none"> - Commercial, Federal and Military standards - Regulatory environment - Operational procedures - Operational doctrine - Tariffs and pricing structures - Policy directives - Policy development - Migration/integration initiatives
<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, IT Capital Planning (all) <p>Work-based:</p> <ul style="list-style-type: none"> - Serve in an policy organization as a staff action officer (J) 			<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>																	

Career Area: Information Management**Job Role: Capital Planning and Investment**

6	Competency: Info. Technology, Info. Mgmt., Knowledge Mgmt.	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure organization information resources are strategic assets that will provide the backbone of DON decision-making needs by utilizing information and knowledge resources most effectively.</i>	<u>Learning Objectives:</u> Knowledge of and ability to manage information, knowledge, information technology and related resources according to Federal laws and DoD, DON regulations.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Information management - Information resource management - Computing and Communications - IM/IT acquisition - Information resource management regulations, policies and procedures - Knowledge Management - Leadership - Performance assessment - Capital planning and investment - Technology advances - Strategic planning - Process/change management - IM/IT architecture - Information Assurance
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, CIO Certificate Program (J, S, Ex) - Federal CIO Council, CIO University (S, Ex)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>							
		<u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Capital Planning and Investment**

7	Competency: Business Process Reengineering	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To ensure the organization's methods and processes support customer requirements, both cost and technical.	<u>Learning Objectives:</u> Knowledge of and ability to apply analytical methods and procedures to review and assess information management processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.	Current	Required	E	I	J	S	Ex	- Economic analysis principles - Activity-based costing - DoD and DON budget and procurement processes - BPR methodologies, metrics, tools and techniques - Automated information systems for specific computer projects - Plan and budgetary document development to support requirements
		0 1 2 3 4	0 1 2 3 4		X	X	X	X	
	<u>Developmental Opportunities:</u> Learning: - DoD BPR Certificate Program (all) - Information Resources Management College: (all) -- Reengineering Organizational Processes -- Information Measuring Results of Organizational Performance -- Information Management Planning -- IT Capital Planning	<u>Gap Assessment:</u> _____-_____=_____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Capital Planning and Investment**

8	Competency: Operations Research		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To assist customers in information systems assessment, planning, design, modifications, and strategy development.</i>	Learning Objectives: Knowledge of and ability to perform design, trade off and cost benefit analysis, and to evaluate and optimize information systems.		0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Modeling methods - Correlation analysis - Analysis of variance - Parameter estimation from statistical samples - Parametric and nonparametric test of significance - Principal component analysis - Monte-Carlo analysis - Analytical hierarchical process - Decision support - Bayesian inferencing - Automated statistical evaluation packages (e.g., SAS, SYSTAT, S-PLUS, SPSS, STATISTICA) - Graphical presentations/visualization- Spread sheet programs (e.g., Excel, 1-2-3) - Sampling theory
	Developmental Opportunities: Learning: - Attend courses in operations research (E, I) - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, IT Capital Planning (all)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div> Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Capital Planning and Investment**

9	Competency: Program Management	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.	<u>Learning Objectives:</u> Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment - Project integration management - Quality management - Risk management - Financial management
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College: (I, J, S) --Information Management Planning --Information Technology Acquisition for the CIO --IT Project Management --IT Capital Planning - STAR Program (all) - DAWIA (all) Work-based: - Serve as Contracting Officer's Representative (J, S)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Capital Planning and Investment**

10	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	<u>Learning Objectives:</u> Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.		0 1 2 3 4	0 1 2 3 4		X	X	X		- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, IT Capital Planning (all) - STAR Program (all) - DAWIA (all)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div> <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Capital Planning and Investment**

11	Competency: Information Assurance	Proficiency:					Level:					Skill Topics:					
<u>Strategic Value:</u> To acquire, maintain and ensure the security of information systems in an effective, interoperable, scalable, reliable, integrated and affordable fashion.	<u>Learning Objectives:</u> Knowledge of and ability to apply physical access controls, technical security countermeasures, classification and safeguarding of controlled information and operational & industrial security. Ability to validate that appropriate countermeasures are being integrated correctly into program and to ensure that assurance evidence that demonstrates that the system is secure are produced.	Current					Required					E	I	J	S	Ex	- Information Systems Security - National Level IM/IT Policy - Trusted Systems - Discretionary and Mandatory Access Control - Identification and Authentication - Common criteria, DITSCAP - Assurance Evidence
		0	1	2	3	4	0	1	2	3	4	X	X	X	X	X	
	<u>Developmental Opportunities:</u> Learning: - NETg Technical Training Courses (all) Work-based: - Partnering with Industry (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>															

Career Area: Information Management**Job Role: CIO**

1	Competency: Policy and Organization	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To be able to communicate with an extremely wide range of people and work in a fast-changing environment (technology, legislation, policy, and politics).</i>	Learning Objectives: Knowledge of and ability to identify and describe the various departmental Agency missions, organization, functions, policies and procedures; discuss governing laws and regulations; discuss decision making approaches; identify linkages between Agency departmental heads; identify Intergovernmental programs, policies, and processes' evaluate privacy laws and regulations; and manage Agency information..	0 1 2 3 4	0 1 2 3 4					X	X
	Developmental Opportunities: Learning: - CIO University (S, Ex) - DLAMP (S, Ex) - OPM Federal Executive Institute (Ex) - OPM Management Development Center (S, Ex) - DON HR Civilian Leadership Development Program (S, Ex) - STAR Program (S, Ex)- DAWIA (S, Ex)	Gap Assessment: _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap					- Departmental Agency missions, organization, function, policies, procedures - Governing laws and regulations (e.g. Clinger-Cohen, GPRA, PRA, GPEA, OMB Circular A-130, PDD 63) - Federal government decision-making, policy making process and budget formulation and execution process - Linkages and interrelationships among Agency heads, COO, CIO, and CFO functions - Intergovernmental programs, policies, and processes - Privacy and security - Information Management		
Gap Mitigation Strategy: 									

Career Area: Information Management**Job Role: CIO**

2	Competency: Leadership/Managerial	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> <i>To move beyond management to leadership and understand the dimensions of Clinger-Cohen, and how they play out operationally in an organization. Interpersonal skills are essential for success because of the frequency of change, and the need to communicate vision</i>	<u>Learning Objectives:</u> Knowledge of and ability to define roles, skill sets, and responsibilities of Senior IRM Officials, CIO, IRM staff, and stakeholders; apply methods for building federal IT management and technical staff expertise; test competencies using standards, certification, and performance assessment; build partnerships and teams; manage personnel performance; and attract and retain qualified IT personnel.	Current	Required	E	I	J	S	Ex	<div>- Defining roles, skill sets, and responsibilities of Senior Officials, CIO staff and stakeholders</div> <div>- Methods for building federal IT management and technical staff expertise</div> <div>- Competency testing - standards, certification, and performance assessment</div> <div>- Partnership/team-building techniques</div> <div>- Personnel performance management techniques</div> <div>- Principles and practices of knowledge management</div> <div>- Practices which attract and retain qualified IT personnel</div>
	<u>Developmental Opportunities:</u> Learning: <div>- CIO University (S, Ex)</div> <div>- DLAMP (S, Ex)</div> <div>- OPM Federal Executive Institute (Ex)</div> <div>- OPM Management Development Center (S, Ex)</div> <div>- DON HR Civilian Leadership Development Program (S, Ex)</div> <div>- STAR Program (S, Ex)- DAWIA (S, Ex)</div>	<u>Gap Assessment:</u> <div><div></div> - <div></div> = <div></div></div> <div>Required Proficiency - Current Proficiency = Gap</div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: CIO**

3	Competency: Process/Change Management	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To distinguish between the behavioral and affective dimensions of change management which are more related to leadership and the cognitive dimensions of process management which provide "measuring points" and are a tool for change management.</i>	Learning Objectives: Knowledge of and ability to lead change; apply modeling and simulation tools and techniques; apply quality improvement tools and methods; apply techniques of organizational development and change; and apply techniques and models of process management and control.	0 1 2 3 4	0 1 2 3 4					X	X
	Developmental Opportunities: Learning: - CIO University (S, Ex) - DLAMP (S, Ex) - OPM Federal Executive Institute (Ex) - OPM Management Development Center (S, Ex) - DON HR Civilian Leadership Development Program (S, Ex) - STAR Program (S, Ex) - DAWIA (S, Ex)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency </div> Gap Mitigation Strategy:							
- Techniques/models of organizational development and change - Techniques and models of process management and control - Modeling and simulation tools and methods - Quality improvement models and methods - Business process redesign/reengineering models and methods									

Career Area: Information Management**Job Role: CIO**

4	<u>Competency:</u> Information Resources Strategy and Planning		<u>Proficiency:</u>		<u>Level:</u>					<u>Skill Topics:</u>											
			Current	Required	E	I	J	S	Ex												
<u>Strategic Value:</u> To ensure information technology is a value-adding dimension of the business plan.			<u>Learning Objectives:</u> Knowledge of and ability to perform IT baseline assessments; perform interdepartmental and inter-agency IT functional analysis; analyze and apply IT planning methodologies; perform contingency planning; and apply monitoring and evaluation methods and techniques.		0	1	2	3	4	0	1	2	3	4					X	X	- IT baseline assessment analysis - Interdepartmental, inter-agency IT functional analysis - IT planning methodologies - Contingency planning - Monitoring and evaluation methods and techniques
<u>Developmental Opportunities:</u> Learning: - CIO University (S, Ex) - DLAMP (S, Ex) - OPM Federal Executive Institute (Ex) - OPM Management Development Center (S, Ex) - DON HR Civilian Leadership Development Program (S, Ex) - STAR Program (S, Ex) - DAWIA (S, Ex)			<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>																		

Career Area: Information Management**Job Role: CIO**

5	Competency: Performance Assessment Models and Methods	Proficiency:		Level:					Skill Topics:	
<u>Strategic Value:</u> To be aware of the range of perspectives on performance and of the types of performance measures available and embrace a systems perspective for IT and its assessment process(es). To understand the importance of baseline assessment measures—existence, qualitative measures and quantitative measures (example: ROI) in the performance assessment cycle.	<u>Learning Objectives:</u> Knowledge of and ability to apply the GPRA (Government Performance Results Act) to measure the business value of IT; monitor and measure new system development; measure IT success; apply processes and tools for creating, administering and analyzing survey questionnaires; define and select effective performance measures; and manage IT reviews and the oversight process.	Current	Required	E	I	J	S	Ex	<div>- Non-monetary contributions of IT to business value (usability, efficiency, productivity, perceived value, etc.)</div> <div>- Current federal performance legislation (e.g. GPRA, ITMRA, Clinger-Cohen, PRA of 1995) and performance mandates</div> <div>- PPBS lifecycle</div> <div>- Life cycle management</div> <div>- Tools, including S-curve (time over money, performance over cost etc.) evaluation systems, that are typically used to make go/no go decisions</div> <div>- 80/20 and Pareto Analysis</div> <div>- Approaches/tools for measuring IT success (GQMM, Balanced Scorecard, Benchmarking, Best Practices, etc.)</div> <div>- Leading and lagging indicators</div> <div>- Survey collection techniques (e.g., interview, elite interview, focus groups, surveys, questionnaires)</div> <div>- Role and responsibilities of managers (program managers, project managers, program leads, etc., etc.) in the IT review process</div>	
		0 1 2 3 4	0 1 2 3 4					X		X
	<u>Developmental Opportunities:</u> Learning: <div>- CIO University (S, Ex)</div> <div>- DLAMP (S, Ex)</div> <div>- OPM Federal Executive Institute (Ex)</div> <div>- OPM Management Development Center (S, Ex)</div> <div>- DON HR Civilian Leadership Development Program (S, Ex)</div> <div>- STAR Program (S, Ex)</div> <div>- DAWIA (S, Ex)</div>	<u>Gap Assessment:</u> <div><div></div> - <div></div> = <div></div></div> <div>Required Proficiency - Current Proficiency = Gap</div>								
		<u>Gap Mitigation Strategy:</u>								

Job Role: CIO

6	Competency: Project/Program Management	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To ensure the proper management, performance and administration of DON programs and projects.	<u>Learning Objectives:</u> Knowledge of and ability to manage project scope and requirements; manage project integration; manage project time, cost and performance; apply project quality assurance methods; manage project risk; and manage project procurement.	Current	Required	E	I	J	S	Ex	- Partnering (vendors, external) - Moving of resources and allocating and integrating resources across programs - KM tools - External integration tools and opportunities - Project management tools - Performance, resources, cost, schedule, business objectives - Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment/metrics - Project integration management - Quality management - Risk management and types of risk (e.g., technical, obsolescence, technology capability, stovepipes, time, cost, resources, external partners, competing projects, security and threat, lack of synergy) - Financial management tools and techniques (e.g., budget process, ROI, PPBES)- EIS systems, DSS systems, Earned Value Management - IV&V - Project management lifecycle
		0 1 2 3 4	0 1 2 3 4					X	
	<u>Developmental Opportunities:</u> Learning: - CIO University (S, Ex) - DLAMP (S, Ex) - OPM Federal Executive Institute (Ex) - OPM Management Development Center (S, Ex) - DON HR Civilian Leadership Development Program (S, Ex) - STAR Program (S, Ex) - DAWIA (S, Ex)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: CIO**

7	Competency: Capital Planning and Investment Assessment	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To understand the importance of Capital Planning and Investment Analysis; to decentralized IT and make each agency autonomous in the way it plans, invests in and implements IT; to provide a framework for running government with the same disciplines as private business.	<u>Learning Objectives:</u> Knowledge of and ability to apply best practices; analyze cost/benefit, economics and risk; apply risk management models and methods; weigh benefits of alternative IT investments; perform capital investment analysis; perform business case analysis; integrate performance with mission and budget process; and perform investment review.	Current	Required	E	I	J	S	Ex	- Commonly used metrics (e.g., ROI, NPV, IRR, MIRR) - Methodologies used in cost benefit, economic and risk analysis - Areas of risk—cost, technical (including obsolescence) and management capability - Best practice risk management models including opportunity cost, sunk cost, etc. - Commonly accepted standards, tools, and methods available for weighing benefits of alternative IT investments - Forecasting - Capital investment models and methods (e.g. CAPM, IRR, NPV, MIRR) - Elements of business case analysis - Raines rule - Qualitative and quantitative contribution of capital planning investments to the agency mission - Investment review process
	<u>Developmental Opportunities:</u> Learning: - CIO University (S, Ex) - DLAMP (S, Ex) - OPM Federal Executive Institute (Ex) - OPM Management Development Center (S, Ex) - DON HR Civilian Leadership Development Program (S, Ex) - STAR Program (S, Ex) - DAWIA (S, Ex)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: CIO**

8 Competency: Acquisition		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To link technology investment to business outcomes and results, as defined by the end consumer; to anticipate what is needed before it is officially stated, and develop requirements that include the end users; to create an innovative acquisition environment throughout the organization to monitor changes in acquisition models and methods.</i>	Learning Objectives: Knowledge of and ability to use a strategic plan to drive the acquisition strategy; apply alternative acquisition models; utilize streamlined acquisition methodologies; apply post-award IT contract management models and methods, including past performance evaluation; and apply IT acquisition best practices.	0 1 2 3 4	0 1 2 3 4					X	X
	Developmental Opportunities: Learning: - CIO University (S, Ex) - DLAMP (S, Ex) - OPM Federal Executive Institute (Ex) - OPM Management Development Center (S, Ex) - DON HR Civilian Leadership Development Program (S, Ex) - STAR Program (S, Ex) - DAWIA (S, Ex)	Gap Assessment: _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap					Gap Mitigation Strategy: - Interpretation of internal and external environments, the business, fiscal and political environments, and technological and environmental change in the development of the acquisition strategy - Components of an acquisition model - Acquisition philosophies and models (e.g., Traditional (DoD) milestones (5 phases or 4 phases); FAA model (spiral, 3 phases); IRS model (outsourcing acquisition—agency as super system's integrator); Commercial best practices (off the shelf); SAP (Streamlined Acquisition Process); Defense Enterprise Program (C17); USMC Compressed Acquisition) - Sourcing issues, type(s) of contract, award fees, use of subcontractors - FAR - Post-award contract management methods and strategies (e.g., Performance based service contracts, Methods of control (interfaces, checkpoints), Benchmarks, Tracking performance, Incentives for good performance, Managing changes in the contract, Termination strategies)		

Career Area: Information Management**Job Role: CIO**

9	Competency: E-Government/Electronic Business/Electronic Commerce	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To conduct business in an integrated and automated paperless information environment.	<u>Learning Objectives:</u> Knowledge of and ability to discuss strategic business issues and changes with the advent of E-Government/E-business and electronic commerce; develop web development strategies; apply industry standards and practices for communications; discuss channel issues (supply chains); understand dynamic pricing; deliver consumer/citizen information services; identify social issues.	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- Electronic mail- Electronic bulletin board systems- Electronic funds transfer- Business Process Evaluation/Reengineering- Economic/Cost Benefit Analysis- Project Planning/Development- Enterprise Integration/Implementation- EC/EDI Standards- Coordination/Development Support- Training and awareness
	0 1 2 3 4	0 1 2 3 4					X	X	
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- CIO University (S, Ex)- DLAMP (S, Ex)- OPM Federal Executive Institute (Ex)- OPM Management Development Center (S, Ex)- DON HR Civilian Leadership Development Program (S, Ex)- STAR Program (S, Ex)- DAWIA (S, Ex)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap							
		<u>Gap Mitigation Strategy:</u>							

Job Role: CIO

10	Competency: IT Security/Information Assurance	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To acquire, maintain and ensure the security of information systems in an effective, interoperable, scalable, reliable, integrated and affordable fashion.	<u>Learning Objectives:</u> Knowledge of and ability to apply fundamental principles and best practices in IA; threats and vulnerabilities to IT systems; legal and policy issues for management and end users; sources for IT security assistance; standard operating procedures for reacting to intrusions/misuses of Federal IT systems.	Current	Required	E	I	J	S	Ex	- Information Systems Security - National Level IM/IT Policy - Trusted Systems - Discretionary and Mandatory Access Control - Identification and Authentication - Common criteria, DITSCAP - Assurance Evidence
		0 1 2 3 4	0 1 2 3 4					X	
	<u>Developmental Opportunities:</u> Learning: - NETg Technical Training Courses (all) Work-based: - Partnering with Industry (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: CIO**

11	Competency: Technical	Proficiency:					Level:					Skill Topics:						
<u>Strategic Value:</u> To have an integrative understanding of how technology works, but not be technical in the sense of a developer; to understand the strengths and weaknesses of tools, how they work, what they are good for, and their limits; to play the role of a "universal translator" especially regarding technical ideas and terms; to make use of analytical processes, including statistical measures, in order to make competent decisions; to bring technical vision (interaction between the business and technology) to guide the organization into new business directions while remembering that the business rules must be the drivers of the technology; to distinguish between the technology itself and the process of applying the technology.	<u>Learning Objectives:</u> Knowledge of and ability to apply Information Systems Architectures, client/server, collaborative processing, and telecommunications concepts; apply emerging/developing technologies; apply information delivery technologies; apply security policy, disaster recovery, and business resumption methods and tools; understand a system's life cycle; manage the development of software; and manage data.	Current		Required			E	I	J	S	Ex	<ul style="list-style-type: none">- Architectural frameworks- Elements of the IT architecture- Federal architecture guidance for business and technology drivers- Risk management approaches to legacy and pioneering technologies- Integrating emerging technologies into existing systems- Information delivery technology trends (e.g., internet, intranet, kiosks)- Ethical and intellectual property issues- Media choices and access issues- Risk management and contingency plans- Opportunity costs- Security methods (e.g., encryption, access control, physical security, training, threat analysis, authentication)- Life cycle components and standards (e.g., SEI, ISO 12207, STD-16, ISO 9000)- Software development models (e.g., CMM, emerging best practices, IDEF, RAD, JAD, IBT)- Multi-dimensional software environment- Data management plans- Data standardization- Data modeling, mining, warehousing, exchange and interchange						
		0	1	2	3	4	0	1	2	3	4						X	X
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- CIO University (S, Ex)- DLAMP (S, Ex)- OPM Federal Executive Institute (Ex)- OPM Management Development Center (S, Ex)- DON HR Civilian Leadership Development Program (S, Ex)- STAR Program (S, Ex)- DAWIA (S, Ex)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>																

Career Area: Information Management**Job Role: CIO**

12	Competency: Desktop Technology Tools		Proficiency:		Level:					Skill Topics:
	Current	Required	E	I	J	S	Ex			
<p><u>Strategic Value:</u></p> <p>To be familiar with and competent in the use and applications of desktop technology tools.</p>	0 1 2 3 4	0 1 2 3 4					X	X	<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to Identify the steps needed and develop a plan to create an environment that encourages continuous learning, to include competency in the use and applications of desktop technologies; to discuss the implications, cost-benefit, productivity, etc. of training mandates such as those contained in Executive Order 11299 and other directives.</p>	<p>- Continuous learning</p> <p>- Cost-benefit analysis</p> <p>- Productivity analysis</p> <p>- Performance measures</p> <p>- Training mandates (e.g., EO 11299)</p> <p>- Desktop applications</p>
	<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Information Resources Management College, CIO Certificate Program (J, S, Ex) - Federal CIO Council, CIO University (S, Ex) 		<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>							

Career Area: Information Management**Job Role: Competency Management**

1	Competency: Human Resource (HR) Management		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To ensure that the DON IM/IT workforce is provided with a human resources infrastructure that supports its career development, management, advancement and compensation; to ensure the recruitment, retention and training of the IM/IT workforce needed to fulfill core capabilities.</i>	Learning Objectives: Knowledge of and ability to apply the tools, policies, procedures and methods of human resources while ensuring the human resource support requirements of the DON IM/IT workforce.	0 1 2 3 4	0 1 2 3 4				X	X		- Manpower requirements - Statistics - DoD, DON mission, organization and roles - Mission support requirements - HR tools and methods - Federal, DoD and DON HR policy and procedures - Recruiting - Retention strategies - Training
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all)	Gap Assessment: <div style="display: flex; justify-content: space-between; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Competency Management**

2	Competency: Competency Definition	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To establish IM/IT competency guidelines for the DON.	<u>Learning Objectives:</u> Knowledge of and ability to develop definitions that describe the core IM/IT job areas, roles, competencies, appropriate levels and developmental opportunities for the DON.	0 1 2 3 4	0 1 2 3 4			X	X		- Competency modeling - DON mission, organization and roles - IM/IT skills assessment - Job task analyses - Developmental opportunities - Certification programs - Occupational series titling/structure
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Competency Management**

3	Competency: Organizational Development		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To assess, develop and implement business practices that improve organizational effectiveness.</i>	<u>Learning Objectives:</u> Knowledge of the principles of organizational development and change management theories and ability to apply them in an information technology environment.	0 1 2 3 4	0 1 2 3 4				X	X		- Change management - Business process reengineering - Best practices - Human resource management - IT education and training - Workforce development
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> <div style="display: flex; justify-content: space-between; width: 100%;"> _____ - _____ = _____ </div> <div style="display: flex; justify-content: space-between; width: 100%;"> Required Proficiency - Current Proficiency = Gap </div>								
		<u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Competency Management**

4	Competency: Distributed Learning Technologies	Proficiency:	Level:	Skill Topics:
<u>Strategic Value:</u> <i>To evaluate, design and/or develop an infrastructure that allows for cost-effective, affordable and accessible IM/IT training.</i>	<u>Learning Objectives:</u> Knowledge of and ability to design, develop, evaluate distributed learning environments; ability to direct the development of distance learning courseware and systems.	Current 0 1 2 3 4	Required 0 1 2 3 4	E I J S Ex X X
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Global Enterprise Networking and Telecommunications (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>		- Analysis design, development and evaluation - Instructional Systems Design (ISD) - Multimedia and web technologies - COTS integration - Authoring and programming languages - Simulation tools - Object-oriented Technology - Courseware development - Computer-Based Training (CBT)/Computer Assisted Instruction (CAI)/Web-based Training (WBT) - Intelligent Tutors - Performance Support Systems - Simulation Development - Advanced Distributed Learning (ADL) initiative - SCORM

Career Area: Information Management**Job Role: Competency Management**

5	Competency: Info. Technology, Info. Mgmt., Knowledge Mgmt.	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure organization information resources are strategic assets that will provide the backbone of DON decision-making needs by utilizing information and knowledge resources most effectively.</i>	<u>Learning Objectives:</u> Knowledge of and ability to manage information, knowledge, information technology and related resources according to Federal laws and DoD, DON regulations.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Information management - Information resource management - Computing and Communications - IM/IT acquisition - Information resource management regulations, policies and procedures - Knowledge Management - Leadership - Performance assessment - Capital planning and investment - Technology advances - Strategic planning - Process/change management - IM/IT architecture - Information Assurance
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, CIO Certificate Program (J, S, Ex) - Federal CIO Council, CIO University (S, Ex)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>							
		<u>Gap Mitigation Strategy:</u>							

Job Role: Competency Management

Strategic Value:

To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.

Learning Objectives:

Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.

Developmental Opportunities:

Learning:

- Information Resources Management College: (I, J, S)
- Information Management Planning
- Information Technology Acquisition for the CIO
- IT Project Management
- IT Capital Planning
- STAR Program (all)
- DAWIA (all)

Work-based:

- Serve as Contracting Officer's Representative (J, S)

Proficiency:

Current

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Level:

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- Program strategic planning
- Program role in organization/enterprise
- Visionary leadership
- Performance assessment
- Project integration management
- Quality management
- Risk management
- Financial management

Gap Assessment:

_____ - _____ = _____

$$\text{Required Proficiency} - \text{Current Proficiency} = \text{Gap}$$

Gap Mitigation Strategy:

Career Area: Information Management**Job Role: Competency Management**

7	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:									
	Current	Required	E	I	J	S	Ex												
<u>Strategic Value:</u> <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	<u>Learning Objectives:</u> Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.		0	1	2	3	4	0	1	2	3	4							- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options
	<u>Developmental Opportunities:</u> Learning: - STAR Program (all) - DAWIA (all)		<u>Gap Assessment:</u> <div style="display: flex; justify-content: space-between; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> <u>Gap Mitigation Strategy:</u>																

Career Area: Information Management**Job Role: E-Business/E-Government**

1	Competency: Telecommunication System Architecture	Proficiency:		Level:					Skill Topics:						
<u>Strategic Value:</u> To design and implement information transfer/telecommunications requirements into an integrated architecture.	<u>Learning Objectives:</u> Knowledge of and ability to integrate major components of information/telecommunications networks and systems to include an understanding of their functionality, interfaces, associated technology and topology.	Current		Required		E	I	J	S	Ex	<ul style="list-style-type: none">- Telecommunications networks- Mission analysis- Strategic and tactical military communications- Performance planning- Design and functional tradeoffs- Transmission modulation techniques- Operational effectiveness- Acquisition management- Router and multiplexer technology- Proposal evaluation				
		0	1	2	3	4	0	1	2	3		4	X	X	X
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Information Resources Management College, Managing Information Architectures and Infrastructures (all)- Information Resources Management College, Critical Information Systems Technologies (all)- Information Resources Management College, Global Enterprise Networking and Telecommunications (all)- Information Resources Management College, The Information Highway (all)- Various commercially available courses (all) Work-based: <ul style="list-style-type: none">- Assignment to an N6 or CIO organization	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>													

Career Area: Information Management**Job Role: E-Business/E-Government**

2	Competency: Internet Technologies	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To ensure that Internet/Intranet websites and portals meet requirements, are maintainable, on schedule and within cost.	<u>Learning Objectives:</u> Knowledge of and ability to apply emerging web design methodologies and technologies for developing products and systems.	Current	Required	E	I	J	S	Ex	- HTML - Javascript - CGI - Perl script - XML - DoD policies and guidelines for web development - Website design and structure - Management of internal and external websites - Monitoring website functionality and security - Collection and analysis of website statistics - Testing, troubleshooting and resolving web problems - Evaluating web applications - Network architecture and software - Object oriented technology
		0 1 2 3 4	0 1 2 3 4	X	X	X	X		
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Managing Information Architectures and Infrastructures (all) - Information Resources Management College, Critical Information Systems Technologies (all) - Information Resources Management College, Global Enterprise Networking and Telecommunications (all) - Information Resources Management College, The Information Highway (all) - Various commercially available courses (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap					<u>Gap Mitigation Strategy:</u>		

Job Role: E-Business/E-Government

3	Competency: Information Assurance	Proficiency:					Level:					Skill Topics:					
<u>Strategic Value:</u> To maintain and ensure the security of information systems in an effective, interoperable, scalable, reliable, integrated and affordable fashion; to protect and restore the security of information systems and network services and capabilities; identify and eliminate information systems vulnerabilities to inadvertent disclosure, modification, destruction, or denial of service.	<u>Learning Objectives:</u> Knowledge of and ability to protect and defend information and information systems by ensuring their availability, authentication, confidentiality and integrity; Knowledge of and ability to develop, identify, evaluate, coordinate, acquire, implement, operate and disseminate security tools and procedures.	Current		Required			E	I	J	S	Ex	<div>- Information Systems Security</div> <div>- Threats and vulnerabilities of information systems, countermeasures, risk analysis</div> <div>- Security testing</div> <div>- INFOSEC principles and practices</div> <div>- Federal, DoD, DON information systems security policies, procedures, applicable laws</div> <div>- Cryptography</div> <div>- Information systems modeling methods</div> <div>- Capacity planning</div> <div>- Migration strategy development</div> <div>- Customer information system planning, design and modification assistance</div> <div>- Change management and control processes</div> <div>- Development and maintenance tools</div> <div>- Release package planning/status accounting</div> <div>- Asset management tools</div> <div>- Configuration management history</div> <div>- Human factors practices and guidelines</div> <div>- Network security issues</div> <div>- Network performance monitoring</div> <div>- PKI strategies/policies/technology</div>					
		0	1	2	3	4	0	1	2	3	4		X	X	X	X	
	<u>Developmental Opportunities:</u> Learning: <div>- Information Resources Management College: (all)<div>-- Global Enterprise Networking and Telecommunications</div>-- Managing Information Security in a Networked Environment</div> - NETg Technical Training Courses (all) Work-based: <div>- Serve as an Information System Security Officer (ISSO) or assist the ISSO (J)</div> - Develop security plans and/or policies (J, S)- Analyze security software, hardware support tools (I)- Conduct, assist in risk assessments (I, J)- Conduct system vulnerability tests (J)- Perform or assist in system security certification and accreditation (I, J)- Partnering with Industry (all)	<u>Gap Assessment:</u> <div><div></div>-<div></div>=<div></div></div> <div>Required Proficiency</div> - <div>Current Proficiency</div> = <div>Gap</div>															
		<u>Gap Mitigation Strategy:</u>															

Career Area: Information Management**Job Role: E-Business/E-Government**

4	Competency: Business Process Reengineering	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To ensure the organization's methods and processes support enterprise IM/IT requirements, both cost and technical.	<u>Learning Objectives:</u> Knowledge of and ability to apply analytical methods and procedures to review and assess IM/IT processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- Economic analysis principles- Activity-based costing- DoD and DON budget and procurement processes- BPR methodologies, metrics, tools and techniques- Automated information systems for specific computer projects- Plan and budgetary document development to support requirements- Architecture
		0 1 2 3 4	0 1 2 3 4		X	X	X	X	
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- DoD BPR Certificate Program (all)- Information Resources Management College, Reengineering Organizational Processes (all)- Information Resources Management College, Information Measuring Results of Organizational Performance (all)- Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Current = Gap Proficiency Proficiency <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: E-Business/E-Government**

5	Competency: Policy Assessment		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To assess and accommodate DON electronic business requirements.</i>	Learning Objectives: Knowledge of and ability to analyze, plan, schedule, coordinate and develop electronic business policy issuances that direct the course of electronic commerce programs within the DON.	0 1 2 3 4	0 1 2 3 4		X	X	X	X		- Telecommunications equipment - DON communications-Interoperability deficiencies - Migration - Operational procedures - Operational doctrine - DoD security - Data handling - Information systems networks (hardware/software) - Policy directives - IT Regulations and law
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Strategic Management of Websites (all) Work-based: - Serve in an policy organization as a staff action officer (E, I)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>						Gap Mitigation Strategy:		

Job Role: E-Business/E-Government

6	Competency: Integrated Network Management		Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To provide network management systems to support the operation, administration and maintenance of voice, data, imagery and video networks.	<u>Learning Objectives:</u> Knowledge of and ability to apply methods/tools to carry out operational performance monitoring, configuration management, fault detection and isolation, security management and corrective action on systems, networks, circuits and equipment.	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- Security management methods and tools- Operational performance monitoring- Configuration management- Fault detection and isolation- Security management- Corrective action- Telecommunications systems- Networks, circuits and equipment- Cryptography	
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Information Resources Management College, Global Enterprise Networking and Telecommunications (all)- Attend university/commercial network operations course (E, I) Work-based: <ul style="list-style-type: none">- Work as network administrator for operational session (I, J)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: E-Business/E-Government**

7	Competency: Standards	Proficiency:	Level:	Skill Topics:
	<p><u>Strategic Value:</u></p> <p><i>To promote interoperability, security, portability and scalability by ensuring requirements are inserted into standards development efforts, developing standards profiles and promoting the development of standards compliant products.</i></p> <p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to develop and maintain standards and to influence standards development and standards development bodies.</p> <p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Attend courses on standards (E, I) - Attend standards symposiums and technical conferences (I, J) - Subscribe to technical journals (E, I, J, S) <p>Work-based:</p> <ul style="list-style-type: none"> - Serve on standards committees (J, S) - Staff positions related to standards (all) 	<p>Current</p> <p>0 1 2 3 4</p> <p>Required</p> <p>0 1 2 3 4</p>	<p>E I J S Ex</p> <p>X X X X X</p> <p>Gap Assessment:</p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>	<p>- Standards development process</p> <p>- Standards development bodies</p> <p>- Standards-based open systems architecture</p> <p>- Reference models</p> <p>- Profiles of standards (e.g., DoD Technical Reference Model, Joint Technical Architecture, Information Technology Standards Guidance, IEEE Open Systems Reference Model, NIST Applications Portability Profile)</p>

Career Area: Information Management**Job Role: E-Business/E-Government**

8	Competency: E-Business		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To conduct business in an integrated and automated paperless information environment</i>	Learning Objectives: Knowledge of and ability to develop and apply electronic commerce tools and electronic data interchange policy, practices, standards, and procedures.	0 1 2 3 4 0 1 2 3 4	X	X	X	X				- Electronic mail - Electronic bulletin board systems - Electronic funds transfer - Business Process Evaluation/Reengineering - Economic/Cost Benefit Analysis - Project Planning/Development - Enterprise Integration/Implementation - EC/EDI Standards - Coordination/Development Support - Training and awareness - Internet/intranet technologies and policies - Extensible Markup Language (XML)
	Developmental Opportunities: Learning: - Information Resources Management College, Data Management Strategies and Technologies: A Managerial Perspective (all) - Relevant university/commercial courses (E, I, J)	Gap Assessment: <div style="display: flex; justify-content: space-between; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: E-Business/E-Government**

9	Competency: Computer Systems Architecture	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To provide secure information systems that are effective, interoperable, scalable, reliable, integrated and affordable.	<u>Learning Objectives:</u> Understanding of computer system components and their functions, including component interfaces and associated services.	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- Computer systems architecture- Computer systems security components and component operation- Data interchange services- Computer security design including hardware components, configuration and interface- Distributed processing- Operating systems- Systems software- Cryptographic equipment and systems- Networks- Emanations security and TEMPEST- Specifications and uses of embedded computers
		0 1 2 3 4	0 1 2 3 4	X	X	X	X		
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Information Resources Management College, Information Management Planning (all)- Information Resources Management College, Managing Information Architectures and Infrastructures (all)								
		<u>Gap Assessment:</u> _____ - _____ = _____ Required - Current = Gap Proficiency Proficiency <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: E-Business/E-Government**

10	Competency: Systems Integration		Proficiency:		Level:					Skill Topics:	
			Current	Required	E	I	J	S	Ex		
Strategic Value: <i>To manage the integration of subsystems into a system.</i>	Learning Objectives: Knowledge of and ability to integrate large information systems.		0 1 2 3 4	0 1 2 3 4					X	X	- Integration methods, tools and metrics - System interoperability - Software portability - Software scalability - System security - System testing - DoD and DON Enterprise migration strategies - Specifications and uses of embedded computers
	Developmental Opportunities: Learning: - Information Resources Management College, Managing Information Architectures and Infrastructures (all) - System engineering courses (I) - Attend system engineering symposia (I, J, S) - Present at system engineering symposia (J, S) - Management and supervisor training courses (J, S, Ex) Work-based: - Participate in interface design specification (I) - Participate in integration testing (I)	Gap Assessment: _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap									
		Gap Mitigation Strategy:									

Career Area: Information Management**Job Role: E-Business/E-Government**

11	Competency: Software Development		Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To ensure that software being developed meets requirements, is maintainable, on schedule and within cost.	<u>Learning Objectives:</u> Knowledge of and ability to apply traditional and emerging design methodologies and programming services for developing software products and systems.	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- DoD policies and guidelines- Database architecture and DBMS- Configuration management- Network architecture and software- Open systems and standards- CASE methodology and tools- Operating systems- Programming languages and coding- Object-oriented technology- Software testing- Quality assurance- Business Process Reengineering- Software reuse- Software metrics- DoD data administration	
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Classes on programming languages (E, I, J)- Classes in Software engineering (E, I, J)- Class in capability maturity model (E, I, J) Work-based: <ul style="list-style-type: none">- Participate in in-house software development project (E, I)- Lead in house software development team (J)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: E-Business/E-Government**

12	Competency: Program Management	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.	<u>Learning Objectives:</u> Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- Program strategic planning- Program role in organization/enterprise- Visionary leadership- Performance assessment- Project integration management- Quality management- Risk management- Financial management
		0 1 2 3 4	0 1 2 3 4			X	X	X	
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Information Resources Management College: (I, J, S)--Information Management Planning--Information Technology Acquisition for the CIO--IT Project Management--IT Capital Planning - STAR Program (all) <ul style="list-style-type: none">- DAWIA (all) Work-based: <ul style="list-style-type: none">- Serve as Contracting Officer's Representative (J, S)	<u>Gap Assessment:</u> _____ - _____ = _____ Required - Current = Gap Proficiency Proficiency <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: E-Business/E-Government**

13	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	<u>Learning Objectives:</u> Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.		0 1 2 3 4	0 1 2 3 4		X	X	X		- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options
	<u>Developmental Opportunities:</u> Learning: - STAR Program (all) - DAWIA (all)	<u>Gap Assessment:</u> <div style="display: flex; justify-content: space-between; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Learning**

1	Competency: Info. Technology, Info. Mgmt., Knowledge Mgmt.	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure organization information resources are strategic assets that will provide the backbone of DON decision-making needs by utilizing information and knowledge resources most effectively.</i>	<u>Learning Objectives:</u> Knowledge of and ability to manage information, knowledge, information technology and related resources according to Federal laws and DoD, DON regulations.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Information management - Information resource management - Computing and Communications - IM/IT acquisition - Information resource management regulations, policies and procedures - Knowledge Management - Leadership - Performance assessment - Capital planning and investment - Technology advances - Strategic planning - Process/change management - IM/IT architecture - Information Assurance
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, CIO Certificate Program (J, S, Ex) - Federal CIO Council, CIO University (S, Ex)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Learning**

2	Competency: Instructional Systems Design (ISD)	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To analyze/strategize, design, develop, deliver and evaluate training courseware using the Instructional Systems Design (ISD) model.</i>	<u>Learning Objectives:</u> Knowledge of and ability to apply the ISD model, from an instructional technology and delivery system standpoint, for IM/IT courseware.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Impact analysis - Analysis design, development and evaluation - Courseware development - Needs/requirements analysis - Instructor-led training - Computer-based training (CBT)/Computer Assisted Instruction (CAI)/Web-based Training (WBT) - On-line help - Job aids - User manuals - Instructor guides - Lesson plans - Participant guides - Study guides
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - University/commercial courses in ISD (all)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>					<u>Gap Mitigation Strategy:</u> 		

Career Area: Information Management**Job Role: Learning**

3 <u>Competency:</u> Distributed Learning Technologies		<u>Proficiency:</u>		<u>Level:</u>					<u>Skill Topics:</u>
<u>Strategic Value:</u> To evaluate, design and/or develop an infrastructure that allows for cost-effective, affordable and accessible IM/IT training.	<u>Learning Objectives:</u>	Current	Required	E	I	J	S	Ex	
		0 1 2 3 4	0 1 2 3 4						
	<p>Knowledge of and ability to design, develop, evaluate distributed learning environments; ability to direct the development of distance learning courseware and systems.</p>			X	X	X	X		<ul style="list-style-type: none"> - Analysis design, development and evaluation - Instructional Systems Design (ISD) - Multimedia and web technologies - COTS integration - Authoring and programming languages - Simulation tools - Object-oriented Technology - Courseware development - Computer-Based Training (CBT)/Computer Assisted Instruction (CAI)/Web-based Training (WBT) - Intelligent Tutors - Performance Support Systems - Simulation Development - Advanced Distributed Learning (ADL) initiative - SCORM
	<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Information Resources Management College, Information Management Planning (all) <p>Work-based:</p> <ul style="list-style-type: none"> - Develop SCORM-compliant education and training modules (all) 	<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>							

Career Area: Information Management**Job Role: Learning**

4 Competency: Learning Policy Assessment		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To assess and accommodate DON IM/IT learning policy requirements.	<u>Learning Objectives:</u> Knowledge of and ability to analyze, plan, schedule, coordinate and develop IM/IT learning policy issuances and guidance that directs the course of IM/IT training and education programs within the DON.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Policy directives - Continuous learning - Human resources issues
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) Work-based: - Serve in an policy organization as a staff action officer (I, J)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Learning**

5	<u>Competency:</u> Education & Training Delivery		<u>Proficiency:</u>		<u>Level:</u>					<u>Skill Topics:</u>
			Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To provide delivery of IM/IT education and training for areas requiring military expertise or current knowledge of military operations.	<u>Learning Objectives:</u> Knowledge of methods and practices of training delivery and ability to effectively present training material.		0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Military operations - Training system infrastructure - Print/electronic training materials - Training conduct/instructional support - Training delivery, management, logistics, material replication and distribution - Train-the-trainer support and materials - Facilities design - Installation support - System development - Technology transfer training - Customer support
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Learning**

6	Competency: Program Management	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.	<u>Learning Objectives:</u> Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment - Project integration management - Quality management - Risk management - Financial management
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College: (I, J, S) --Information Management Planning --Information Technology Acquisition for the CIO --IT Project Management --IT Capital Planning - STAR Program (all) - DAWIA (all) Work-based: - Serve as Contracting Officer's Representative (J, S)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Learning**

7	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	Learning Objectives: Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.	0 1 2 3 4	0 1 2 3 4		X	X	X			- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options
	Developmental Opportunities: Learning: - STAR Program (all) - DAWIA (all)	Gap Assessment: <div style="display: flex; justify-content: space-between; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Manpower Planning**

1	Competency: Info. Technology, Info. Mgmt., Knowledge Mgmt.	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure organization information resources are strategic assets that will provide the backbone of DON decision-making needs by utilizing information and knowledge resources most effectively.</i>	<u>Learning Objectives:</u> Knowledge of and ability to manage information, knowledge, information technology and related resources according to Federal laws and DoD, DON regulations.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Information management - Information resource management - Computing and Communications - IM/IT acquisition - Information resource management regulations, policies and procedures - Knowledge Management - Leadership - Performance assessment - Capital planning and investment - Technology advances - Strategic planning - Process/change management - IM/IT architecture - Information Assurance
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, CIO Certificate Program (J, S, Ex) - Federal CIO Council, CIO University (S, Ex)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Manpower Planning**

2	Competency: Manpower Planning and Requirements Analysis		Proficiency:		Level:					Skill Topics:
	Current	Required	E	I	J	S	Ex			
<u>Strategic Value:</u> <i>To sustain the structure and operations of the DON and to ensure that planned growth and technology insertion are met with adequate manpower.</i>	0 1 2 3 4	0 1 2 3 4				X	X			
<u>Learning Objectives:</u> Knowledge of and ability to apply projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings; ability to identify, specify and analyze workforce infrastructure requirements										
<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap									
	<u>Gap Mitigation Strategy:</u>									
	- Marketing - Manpower requirements - Business case analysis - Modeling methods- Statistics - DoD, DON mission, organization and roles - Mission support requirements - Analysis tools and methods - Customer requirements - Operations and logistics requirements									

Career Area: Information Management**Job Role: Manpower Planning**

3	Competency: Human Resource (HR) Management		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure that the DON IM/IT workforce is provided with a human resources infrastructure that supports its career development, management, advancement and compensation.</i>	<u>Learning Objectives:</u> Knowledge of and ability to apply the tools, policies, procedures and methods of human resources while ensuring the human resource support requirements of the DON IM/IT workforce.	0 1 2 3 4	0 1 2 3 4				X	X	X	- Manpower requirements - Statistics - DoD, DON mission, organization and roles - Mission support requirements - HR tools and methods - Federal, DoD and DON HR policy and procedures
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> <div style="display: flex; justify-content: space-between; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Manpower Planning**

4	Competency: Policy Assessment	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To assess Federal, DoD and DON policy in terms of military, civilian and contractor manpower requirements	<u>Learning Objectives:</u> Knowledge of and ability to analyze, plan, schedule, coordinate and develop manpower policy issuances that direct the makeup of the DON IM/IT workforce.	0 1 2 3 4	0 1 2 3 4		X	X	X	X	- Operational procedures - Operational doctrine - DoD, DON mission, organization and roles - Policy directives - Manpower requirements - Federal, DoD and DON policy and procedures
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) Work-based: - Serve in an policy organization as a staff action officer (I, J)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Manpower Planning**

5	Competency: Program Management	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.	<u>Learning Objectives:</u> Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	Current	Required	E	I	J	S	Ex	- Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment - Project integration management - Quality management - Risk management - Financial management
		0 1 2 3 4	0 1 2 3 4			X	X	X	
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College: (I, J, S) --Information Management Planning --Information Technology Acquisition for the CIO --IT Project Management --IT Capital Planning - STAR Program (all) - DAWIA (all) Work-based: - Serve as Contracting Officer's Representative (J, S)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Manpower Planning**

6	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	Learning Objectives: Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.	0 1 2 3 4	0 1 2 3 4		X	X	X			- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options
	Developmental Opportunities: Learning: - STAR Program (all) - DAWIA (all)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div> Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Performance Assessment**

1	Competency: Network Monitoring	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To design and operate network management systems to support the operation, administration, and maintenance of voice, video, data, imagery and video networks.</i>	<u>Learning Objectives:</u> Knowledge of and ability to apply methods and tools to carry out operational performance monitoring, fault detection and isolation and corrective action on telecommunications systems, networks, circuits and equipment.	0 1 2 3 4	0 1 2 3 4	X	X	X			- Network management - Telecommunications networks - Strategic and tactical military communications - Media characteristics - Policy and resource constraints - Integrated Logistics Support (ILS) - Site survey - Facility management - Configuration management - Provisioning policy - Trunk and circuit allocation and engineering process
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Global Enterprise Networking and Telecommunications (all) - Information Resources Management College, The Information Highway (all)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Performance Assessment**

2	Competency: Performance Metrics	Proficiency:	Level:	Skill Topics:					
		Current	Required	E I J S Ex					
<u>Strategic Value:</u> To identify qualitative and quantitative measures of effectiveness in support of DON IM/IT programs.	<u>Learning Objectives:</u> Knowledge of and ability to apply the tools, methodologies, and procedures to measure or evaluate enterprise IM/IT performance.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Activity-based costing - Earned value management - Outcomes-based performance management/Benefits realization
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Performance Assessment**

3	Competency: Modeling and Simulation		Proficiency:		Level:					Skill Topics:
	Current	Required	E	I	J	S	Ex			
<p><u>Strategic Value:</u></p> <p>To evaluate and assess evolving information systems and to ensure greater efficiency, improved service, and cost effective operations.</p>	0 1 2 3 4	0 1 2 3 4		X	X	X		<p>- Analytic modeling (includes methods and tools)</p> <p>- Time-step simulation</p> <p>- Event-step simulation</p> <p>- Trace capture/playback</p> <p>- Remote terminal emulation</p> <p>- Database sampling</p> <p>- Test data generators</p> <p>- Protocols for federated models (e.g., DIS, ALSP, HLA)</p>		
<p><u>Learning Objectives:</u></p> <p>Knowledge of and ability to apply modeling and simulation tools and techniques to characterize systems of interest, to support decisions involving requirements, to evaluate design alternatives, to support training, or to support operational preparation.</p>										
<p><u>Developmental Opportunities:</u></p> <p>Learning:</p> <ul style="list-style-type: none"> - Attend M&S conferences (I, J) - Information Resources Management College, Information Management Planning (all) <p>Work-based:</p> <ul style="list-style-type: none"> - Visiting other DoD/civilian sites to learn about modeling and simulation (all) 	<p><u>Gap Assessment:</u></p> <p>_____ - _____ = _____</p> <p>Required Proficiency - Current Proficiency = Gap</p> <p><u>Gap Mitigation Strategy:</u></p>									

Career Area: Information Management**Job Role: Performance Assessment**

4 Competency: Business Process Reengineering		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To ensure the organization's methods and processes support enterprise IM/IT requirements, both cost and technical.	<u>Learning Objectives:</u> Knowledge of and ability to apply analytical methods and procedures to review and assess IM/IT processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.	0 1 2 3 4	0 1 2 3 4		X	X	X	X	- Economic analysis principles - Activity-based costing - DoD and DON budget and procurement processes - BPR methodologies, metrics, tools and techniques - Automated information systems for specific computer projects - Plan and budgetary document development to support requirements
	<u>Developmental Opportunities:</u> Learning: - DoD BPR Certificate Program (all) - Information Resources Management College, Reengineering Organizational Processes (all) - Information Resources Management College, Information Measuring Results of Organizational Performance (all) - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>							
		<u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Performance Assessment**

5	<u>Competency:</u> Requirements Analysis		<u>Proficiency:</u>		<u>Level:</u>					<u>Skill Topics:</u>
			Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To ensure customer requirements are incorporated in the systems engineering of information systems.	<u>Learning Objectives:</u> Knowledge of and ability to identify, specify, analyze and manage customers' functional and infrastructure requirements.		0 1 2 3 4	0 1 2 3 4	X	X	X	X		- DoD mission, organization and roles - DoD Components' (Services and Agencies) missions, organizations and roles - Unified Command structure, mission and roles - Mission support requirements - Analysis tools and methods - Customer requirements - Operations and logistics requirements
	<u>Developmental Opportunities:</u> Learning: - Attend course on Requirements Specification (E, I) - Information Resources Management College, Information Management Planning (all) Work-based: - Work on specification writing team (E, I, J)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Performance Assessment**

6	Competency: Developmental Test & Evaluation (DT&E)	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To promote the development and acceptance of information systems to meet user requirements; to promote compliance with standards; to promote interoperability of standards compliant products in support of DON acquisition.</i>	<u>Learning Objectives:</u> Knowledge of and ability to analyze the technical characteristics, identify critical technical issues, and design, implement, execute and report results.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- DT&E - Standards conformance testing - Interoperability certification - Test coverage performance metrics - Product quality and performance assurance - Security test coverage performance metrics - Cryptography
	<u>Developmental Opportunities:</u> Learning: - Attend testing conferences, such as ITEA conference (I, J) - Attend courses on test design (E, I) - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Performance Assessment**

7	Competency: Integrated Verification & Validation (IV&V)		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure that systems perform in accordance with specified requirements.</i>	<u>Learning Objectives:</u> Knowledge of and ability to formally verify and validate by means of inspection, analysis, simulation, demonstration and testing.		0 1 2 3 4	0 1 2 3 4	X	X	X	X		- System verification and validation - System performance inspection, analysis, simulation, demonstration and testing - Requirements tracking - Analysis and simulation - IV&V
	<u>Developmental Opportunities:</u> Learning: - Attend testing conferences (I, J, S) - Information Resources Management College, Information Management Planning (all) Work-based: - Participate in IV&V testing (E, I)	<u>Gap Assessment:</u> <div style="display: flex; justify-content: space-around; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-around; align-items: center;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Performance Assessment**

8	Competency: Operational Test & Evaluation (OT&E)		Proficiency:		Level:					Skill Topics:	
			Current	Required	E	I	J	S	Ex		
Strategic Value: <i>To plan, test and evaluate for the implementation of an information system from an operational viewpoint.</i>	Learning Objectives: Knowledge of and ability to analyze operational and technical characteristics, identify critical operational issues, and define, document, implement, execute and report results.	0 1 2 3 4	0 1 2 3 4	X	X	X	X			- OT&E methods and tools - Technical performance processes - Operational characteristics analysis - Technical characteristics analysis, identification and definition - Critical operational issues identification - Test and Evaluation Master Plan (TEMP)	
	Developmental Opportunities: Learning: - Attend testing conferences, such as ITEA conference (I, J) - Attend courses on test design (E, I) - Information Resources Management College, Information Management Planning (all) Work-based: - Evaluation metrics used at other sites (all)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>									
		Gap Mitigation Strategy:									

Career Area: Information Management**Job Role: Performance Assessment**

9	Competency: Operations Research		Proficiency:		Level:					Skill Topics:								
	Current	Required	E	I	J	S	Ex											
<u>Strategic Value:</u> To assist customers in information systems assessment, planning, design, modifications, and strategy development.	<u>Learning Objectives:</u> Knowledge of and ability to perform design, trade off and cost benefit analysis, and to evaluate and optimize information systems.		0	1	2	3	4	0	1	2	3	4	X	X	X	X		- Modeling methods - Correlation analysis - Analysis of variance - Parameter estimation from statistical samples - Parametric and nonparametric test of significance - Principal component analysis - Monte-Carlo analysis - Analytical hierarchical process - Decision support - Bayesian inferencing - Automated statistical evaluation packages (e.g., SAS, SYSTAT, S-PLUS, SPSS, STATISTICA) - Graphical presentations/visualization - Spread sheet programs (e.g., Excel, 1-2-3) - Sampling theory
	<u>Developmental Opportunities:</u> Learning: - Attend courses in operations research (E, I) - Information Resources Management College, Information Management Planning (all)		<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>															
			<u>Gap Mitigation Strategy:</u>															

Career Area: Information Management**Job Role: Performance Assessment**

10	Competency: Program Management	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.	<u>Learning Objectives:</u> Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment - Project integration management - Quality management - Risk management - Financial management
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College: (I, J, S) --Information Management Planning --Information Technology Acquisition for the CIO --IT Project Management --IT Capital Planning - STAR Program (all) - DAWIA (all) Work-based: - Serve as Contracting Officer's Representative (J, S)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Performance Assessment**

11	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:
	Current	Required	E	I	J	S	Ex			
<u>Strategic Value:</u> <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	0 1 2 3 4	0 1 2 3 4		X	X	X				
	<u>Learning Objectives:</u> Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.							- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options		
	<u>Developmental Opportunities:</u> Learning: - STAR Program (all) - DAWIA (all)		<u>Gap Assessment:</u> <div style="display: flex; justify-content: space-between; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; align-items: center;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div>							
			<u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Performance Assessment**

12	Competency: Information Assurance	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To acquire, maintain and ensure the security of information systems in an effective, interoperable, scalable, reliable, integrated and affordable fashion.</i>	Learning Objectives: Knowledge of and ability to apply physical access controls, technical security countermeasures, classification and safeguarding of controlled information and operational & industrial security. Ability to validate that appropriate countermeasures are being integrated correctly into program and to ensure that assurance evidence that demonstrates that the system is secure are produced.	0 1 2 3 4	0 1 2 3 4	X	X	X	X	X	- Information Systems Security - National Level IM/IT Policy - Trusted Systems - Discretionary and Mandatory Access Control - Identification and Authentication - Common criteria, DITSCAP - Assurance Evidence
	Developmental Opportunities: Learning: - NETg Technical Training Courses (all) Work-based: - Partnering with Industry (all)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div> Gap Mitigation Strategy:							

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

1	Competency: Business Process Reengineering	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To ensure the organization's methods and processes support enterprise IM/IT requirements, both cost and technical.	<u>Learning Objectives:</u> Knowledge of and ability to apply analytical methods and procedures to review and assess IM/IT processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.	Current	Required	E	I	J	S	Ex	<div>- Economic analysis principles</div> <div>- Activity-based costing</div> <div>- DoD and DON budget and procurement processes</div> <div>- BPR methodologies, metrics, tools and techniques</div> <div>- Automated information systems for specific computer projects</div> <div>- Plan and budgetary document development to support requirements</div>
		0 1 2 3 4	0 1 2 3 4		X	X	X	X	
	<u>Developmental Opportunities:</u> Learning: <div>- DoD BPR Certificate Program (all)</div> <div>- Information Resources Management College, Reengineering Organizational Processes (all)</div> <div>- Information Resources Management College, Information Measuring Results of Organizational Performance (all)</div> <div>- Information Resources Management College, Information Management Planning (all)</div>	<u>Gap Assessment:</u> <div><div></div> - <div></div> = <div></div></div> <div>Required Proficiency - Current Proficiency = Gap</div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

2 Competency: Business Development		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To sustain the structure and operations of the organization within projected cost and revenue, and to ensure requirements for planned growth and technology insertion are met with adequate capital investment resources.</i>	<u>Learning Objectives:</u> Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Marketing - Customer business requirements - Competitive proposal preparation and presentation - Customer service - Business case analysis
	<u>Developmental Opportunities:</u> Learning: - Managerial Accounting Course (all) - Financial management course (all) - Information Resources Management College, Reengineering Organizational Processes (all) - Information Resources Management College, Information Measuring Results of Organizational Performance (all) - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

3	Competency: Operations Research	Proficiency:		Level:					Skill Topics:								
<u>Strategic Value:</u> To assist customers in information systems assessment, planning, design, modifications, and strategy development.	<u>Learning Objectives:</u> Knowledge of and ability to perform design, trade off and cost benefit analysis, and to evaluate and optimize information systems.	Current		Required		E	I	J	S	Ex	<ul style="list-style-type: none">- Modeling methods- Correlation analysis- Analysis of variance- Parameter estimation from statistical samples- Parametric and nonparametric test of significance- Principal component analysis- Monte-Carlo analysis- Analytical hierarchical process-Decision support- Bayesian inferencing- Automated statistical evaluation packages (e.g., SAS, SYSTAT, S-PLUS, SPSS, STATISTICA)- Graphical presentations/visualization- Spread sheet programs (e.g., Excel, 1-2-3)- Sampling theory- Data structures- Scalability- Queuing theory						
		0	1	2	3	4	0	1	2	3		4	X	X	X	X	
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Attend courses in operations research (E, I)- Information Resources Management College, Reengineering Organizational Processes (all)- Information Resources Management College, Information Measuring Results of Organizational Performance (all)- Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap										<u>Gap Mitigation Strategy:</u> 					

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

4	Competency: Computer Systems Architecture	Proficiency:	Level:	Skill Topics:
<u>Strategic Value:</u> <i>To provide secure information systems that are effective, interoperable, scalable, reliable, integrated and affordable.</i>	<u>Learning Objectives:</u> Understanding of computer system components and their functions, including component interfaces and associated services.	Current 0 1 2 3 4	Required 0 1 2 3 4	E I J S Ex X X X X
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Managing Information Architectures and Infrastructures (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>		- Computer systems architecture - Computer operation - System design, including hardware components and configuration - Data interchange services - Database management - Distributed processing - Operating Systems - Networks - Systems software - Computer design, including hardware components, configuration and interface - Cryptographic equipment and systems - Specifications and uses of embedded computers

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

5	Competency: Info. Technology, Info. Mgmt., Knowledge Mgmt.	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure organization information resources are strategic assets that will provide the backbone of DON decision-making needs by utilizing information and knowledge resources most effectively.</i>	<u>Learning Objectives:</u> Knowledge of and ability to manage information, knowledge, information technology and related resources according to Federal laws and DoD, DON regulations.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Information management - Information resource management - Computing and Communications - IM/IT acquisition - Information resource management regulations, policies and procedures - Knowledge Management - Leadership - Performance assessment - Capital planning and investment - Technology advances - Strategic planning - Process/change management - IM/IT architecture - Information Assurance
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, CIO Certificate Program (J, S, Ex) - Federal CIO Council, CIO University (S, Ex)	<u>Gap Assessment:</u> <div style="display: flex; justify-content: space-between; width: 100%;"> _____ - _____ = _____ </div> <div style="display: flex; justify-content: space-between; width: 100%;"> Required Proficiency - Current Proficiency = Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

6	Competency: Computer Aided Software Engineering (CASE)	Proficiency:	Level:	Skill Topics:	
		Current	Required	E I J S Ex	
Strategic Value: <i>To automate, test and evaluate portions of the software and system development life-cycle in order to ensure sound engineering principles throughout the entire computer system life cycle (e.g., requirements analysis, systems development, reengineering, software development, operational testing, and maintenance).</i>	Learning Objectives: Knowledge of and ability to apply DoD and DON approved automated tools and methodologies for software engineering.	0 1 2 3 4	0 1 2 3 4	X X X X	- DoD Integrated CASE tools - CASE methodologies - BPA/BPE/BPR
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all)	Gap Assessment: _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap			
		Gap Mitigation Strategy:			

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

7	Competency: Software Development		Proficiency:		Level:					Skill Topics:	
			Current	Required	E	I	J	S	Ex		
Strategic Value: <i>To ensure that software being developed meets requirements, is maintainable, on schedule and within cost.</i>	Learning Objectives: Knowledge of and ability to apply traditional and emerging design methodologies and programming services for developing software products and systems.		0 1 2 3 4	0 1 2 3 4	X	X	X	X		- DoD policies and guidelines - Database architecture and DBMS - Configuration management - Network architecture and software - Open systems and standards - CASE methodology and tools - Operating systems - Programming languages and coding - Object-oriented technology - Software testing - Quality assurance - Business Process Reengineering - Software reuse - Software metrics	
	Developmental Opportunities: Learning: - Classes on programming languages (E, I, J) - Classes in Software engineering (E, I, J) - Class in capability maturity model (E, I, J) - Information Resources Management College, Information Management Planning (all) Work-based: - Participate in in-house software development project (E, I) - Lead in house software development team (J)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>									
		Gap Mitigation Strategy:									

Job Role: Process Reengineering and Change Management

8	Competency: Policy Development and Implementation	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To develop and assist in the implementation of departmental policy and strategic plans regarding DON, DoD and Federal Government legislative mandates (i.e., Congressional Directives, Executive Orders, and policies relating to IM/IT).	<u>Learning Objectives:</u> Knowledge of and ability to apply IM/IT concepts, principles, practices, plans, procedures, policies, standards and operational requirements both internal and external to the DON (e.g., at the Joint Staff level) necessary to develop or modify IM/IT policy.	Current	Required	E	I	J	S	Ex	- Commercial, Federal and Military standards - Operational procedures - Operational doctrine - Policy directives - Policy development - Interoperability deficiencies - Migration/integration initiatives - DoD security - Strategic Planning
		0 1 2 3 4	0 1 2 3 4			X	X	X	
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) Work-based: - Serve in an policy organization as a staff action officer (J)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

9	Competency: Organizational Development		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To assess, develop and implement business practices that improve organizational effectiveness.</i>	Learning Objectives: Knowledge of the principles of organizational development and change management theories and ability to apply them in an information technology environment.	0 1 2 3 4	0 1 2 3 4		X	X	X			- Change management - Business process reengineering - Best practices - Human resource management - IT education and training - Workforce development
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all)	Gap Assessment: <div style="display: flex; justify-content: space-between; width: 100%;"> _____ - _____ = _____ </div> <div style="display: flex; justify-content: space-between; width: 100%;"> Required Proficiency - Current Proficiency = Gap </div>								
		Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

10	Competency: Enterprise Resource Planning		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To enable organizations to unify disparate enterprise information systems (e.g., financial, human resources, supply chain management) into one comprehensive application.</i>	Learning Objectives: Knowledge of and ability to enable communication between multiple enterprise applications and platforms.	0 1 2 3 4	0 1 2 3 4		X	X	X	X		- Visioning - Requirements analysis - Feasibility studies - Life-cycle cost estimates - Commercial vendor assessments - Finance strategies - ERP software procurement - Implementation strategies - IV&V - Outcome-based performance measurement
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all)	Gap Assessment: <div style="display: flex; justify-content: space-between; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

11	Competency: Program Management	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.	<u>Learning Objectives:</u> Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	Current	Required	E	I	J	S	Ex	- Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment - Project integration management - Quality management - Risk management - Financial management
		0 1 2 3 4	0 1 2 3 4			X	X	X	
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College: (I, J, S) --Information Management Planning --Information Technology Acquisition for the CIO --IT Project Management --IT Capital Planning - STAR Program (all) - DAWIA (all) Work-based: - Serve as Contracting Officer's Representative (J, S)	<u>Gap Assessment:</u> _____ - _____ = _____ Required - Current = Gap Proficiency Proficiency <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

12	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	<u>Learning Objectives:</u> Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.		0 1 2 3 4	0 1 2 3 4		X	X	X		- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options
	<u>Developmental Opportunities:</u> Learning: - STAR Program (all) - DAWIA (all)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div> <u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Process Reengineering and Change Management**

13	Competency: Information Assurance	Proficiency:					Level:					Skill Topics:					
<u>Strategic Value:</u> To acquire, maintain and ensure the security of information systems in an effective, interoperable, scalable, reliable, integrated and affordable fashion.	<u>Learning Objectives:</u> Knowledge of and ability to apply physical access controls, technical security countermeasures, classification and safeguarding of controlled information and operational & industrial security. Ability to validate that appropriate countermeasures are being integrated correctly into program and to ensure that assurance evidence that demonstrates that the system is secure are produced.	Current					Required					E	I	J	S	Ex	- Information Systems Security - National Level IM/IT Policy - Trusted Systems - Discretionary and Mandatory Access Control - Identification and Authentication - Common criteria, DITSCAP - Assurance Evidence
		0	1	2	3	4	0	1	2	3	4	X	X	X	X	X	
	<u>Developmental Opportunities:</u> Learning: - NETg Technical Training Courses (all) Work-based: - Partnering with Industry (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>															

Career Area: Information Management**Job Role: Records Management**

1	Competency: Configuration Management	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To provide positive control of system configuration to ensure system interoperability.	<u>Learning Objectives:</u> Knowledge of and ability to provide technical and administrative direction and surveillance to formally document and control the functional and physical characteristics of a system, network or product, including its requirements, design, software, hardware, documentation and release during the system's life cycle.	Current	Required	E	I	J	S	Ex	- Configuration management and control methods and procedures - Change management process - Development management - Implementation management - Telecommunications systems - Mission support software - Operational concepts
		0 1 2 3 4	0 1 2 3 4	X	X	X	X		
	<u>Developmental Opportunities:</u> Learning: - Attend formal CM training (E, I) - Attend CM conferences (I, J, S) - Information Resources Management College, Information Management Planning (all) Work-based: - Participate in writing of CM plan (I, J) - Participate in a CM audit (I, J) - Serve on a configuration control board (I, J) - Attend a CCB meeting (E)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Records Management**

2	Competency: Asset Management		Proficiency:		Level:					Skill Topics:
	Current	Required	E	I	J	S	Ex			
<u>Strategic Value:</u> To manage the inventory of DON and organization IM/IT assets for DON programs and operations.	0 1 2 3 4	0 1 2 3 4	X	X	X					
<u>Learning Objectives:</u> Knowledge of and ability to apply methods and procedures to identify, purchase, distribute, and maintain IM/IT assets.										
<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>									
- Asset management - State-of-the-art planning strategies - IM/IT technologies - IM/IT resource utilization - Acquisition packages										

Career Area: Information Management**Job Role: Records Management**

3	Competency: Info. Technology, Info. Mgmt., Knowledge Mgmt.	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure organization information resources are strategic assets that will provide the backbone of DON decision-making needs by utilizing information and knowledge resources most effectively.</i>	<u>Learning Objectives:</u> Knowledge of and ability to manage information, knowledge, information technology and related resources according to Federal laws and DoD, DON regulations.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Information management - Information resource management - Computing and Communications - IM/IT acquisition - Information resource management regulations, policies and procedures - Knowledge Management - Leadership - Performance assessment - Capital planning and investment - Technology advances - Strategic planning - Process/change management - IM/IT architecture - Information Assurance
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, CIO Certificate Program (J, S, Ex) - Federal CIO Council, CIO University (S, Ex)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap							
		<u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Records Management**

4	Competency: Data Maintenance		Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To oversee the maintenance and management of data across the enterprise and be responsible for central information planning and control	<u>Learning Objectives:</u> Knowledge of and ability to develop and maintain a data architecture and provide the basis for the incremental, ordered design and development of systems based on successively more detailed levels of data modeling	Current	Required	E	I	J	S	Ex	- DoD Data Administration - DII COE Shared Data Environment (SHADE) - C4ISR Core Architecture Data Model (CADM) - Commercial business practices (e.g., Enterprise Resource Planning)	
		0 1 2 3 4	0 1 2 3 4	X	X	X				
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, Data Management Strategies and Technologies: A Managerial Perspective (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap								
		<u>Gap Mitigation Strategy:</u>								

Career Area: Information Management**Job Role: Records Management**

5	Competency: Information Sciences	Proficiency:		Level:					Skill Topics:
<u>Strategic Value:</u> To provide high quality library and information services to the DON enterprise.	<u>Learning Objectives:</u> Knowledge of and ability to manage, plan, organize and promote digital and virtual libraries, websites and other IM/IT information resources.	Current	Required	E	I	J	S	Ex	<ul style="list-style-type: none">- Digital library policy- Copyrighting and works of authorship- DoD and DON libraries- Disaster preparedness and preparation- E-magazines- Listservs, forums and websites- Professional competencies and standards- Information sciences technologies, including authentication, automation, digital and virtual libraries, and metadata and information organization)- Knowledge management
		0 1 2 3 4	0 1 2 3 4	X	X	X	X		
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all) - Information Resources Management College, The Information Highway (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap							
		<u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Records Management**

6 Competency: Document Management		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>The storage, retrieval, tracking, and administration of documents within an organization.</i>	<u>Learning Objectives:</u> Knowledge of and ability to provide users with automated tools and services to access electronic documents incorporating multiple formats.	0 1 2 3 4	0 1 2 3 4	X	X	X			- Word processing files and applications - Electronic documents, compound documents - Spreadsheet applications - Graphics, audio, video, bitmapped images
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Records Management**

7	Competency: Program Management	Proficiency:	Level:	Skill Topics:
<u>Strategic Value:</u> <i>To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.</i>	<u>Learning Objectives:</u> Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	Current 0 1 2 3 4	Required 0 1 2 3 4	E I J S Ex X X X
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College: (I, J, S) --Information Management Planning --Information Technology Acquisition for the CIO --IT Project Management --IT Capital Planning - STAR Program (all) - DAWIA (all) Work-based: - Serve as Contracting Officer's Representative (J, S)		<u>Gap Assessment:</u> _____ - _____ = _____ Required - Current = Gap Proficiency Proficiency <u>Gap Mitigation Strategy:</u>	- Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment - Project integration management - Quality management - Risk management - Financial management

Career Area: Information Management**Job Role: Records Management**

8	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:	
			Current	Required	E	I	J	S	Ex		
Strategic Value: <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	Learning Objectives: Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.	0 1 2 3 4	0 1 2 3 4		X	X	X			- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options	
	Developmental Opportunities: Learning: - STAR Program (all) - DAWIA (all)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>									
		Gap Mitigation Strategy:									

Career Area: Information Management**Job Role: Records Management**

9	Competency: Information Assurance		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To acquire, maintain and ensure the security of information systems in an effective, interoperable, scalable, reliable, integrated and affordable fashion.</i>	Learning Objectives: Knowledge of and ability to apply physical access controls, technical security countermeasures, classification and safeguarding of controlled information and operational & industrial security. Ability to validate that appropriate countermeasures are being integrated correctly into program and to ensure that assurance evidence that demonstrates that the system is secure are produced.	0 1 2 3 4 0 1 2 3 4	X	X	X	X	X		- Information Systems Security - National Level IM/IT Policy - Trusted Systems - Discretionary and Mandatory Access Control - Identification and Authentication - Common criteria, DITSCAP - Assurance Evidence	
	Developmental Opportunities: Learning: - NETg Technical Training Courses (all) Work-based: - Partnering with Industry (all)	Gap Assessment: <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency Gap </div> Gap Mitigation Strategy:								

Career Area: Information Management**Job Role: Strategic Planning**

1	Competency: Policy/Strategic Plan Development and Implementation	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To develop and assist in the implementation of departmental policy and strategic plans regarding DON, DoD and Federal Government legislative mandates (i.e., Congressional Directives, Executive Orders, and policies relating to information</i>	Learning Objectives: Knowledge of and ability to apply information technology concepts, principles, practices, procedures, policies, standards and operational requirements both internal and external to the DON (e.g., at the Joint Staff level) necessary to develop or modify IT strategic plans and/or policy.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Commercial, Federal and Military standards - Operational procedures - Operational doctrine - C4I issues - Policy directives - Policy development - Interoperability deficiencies - Migration/integration initiatives - DoD security - Strategic Planning
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all) Work-based: - Serve in an policy organization as a staff action officer (J)	Gap Assessment: <div style="display: flex; justify-content: space-between; width: 100%;"> _____ - _____ = _____ </div> <div style="display: flex; justify-content: space-between; width: 100%;"> Required Proficiency - Current Proficiency = Gap </div> Gap Mitigation Strategy:							

Career Area: Information Management**Job Role: Strategic Planning**

2	Competency: Policy Assessment	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To assess and accommodate military and civilian agency IM/IT requirements and the ability to assess interoperability deficiencies in the implementation of mitigation/integration initiatives for information systems.</i>	Learning Objectives: Knowledge of and ability to analyze, plan, schedule, coordinate and develop legislation or policy issuances that direct the course of IM/IT programs across organizational lines within Federal agencies or other organizations involved in providing IM/IT services for the Federal Government.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Interoperability deficiencies - Migration - Operational procedures - Operational doctrine - DoD security - Data handling - Information systems networks - Policy directives
	Developmental Opportunities: Learning: - Information Resources Management College, Information Management Planning (all) Work-based: - Serve in an policy organization as a staff action officer (J)	Gap Assessment: _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap Gap Mitigation Strategy:							

Career Area: Information Management**Job Role: Strategic Planning**

3 Competency: Business Development		Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> To sustain the structure and operations of the organization within projected cost and revenue, and to ensure requirements for planned growth and technology insertion are met with adequate capital investment resources.	<u>Learning Objectives:</u> Knowledge of and ability to apply financial management, cost and revenue projections, business cases, plans, methods, practices, policies and procedures, industry trends and market surveys, justifications, approvals, determinations and findings.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Marketing - Customer business requirements - Competitive proposal preparation and presentation - Customer service - Business case analysis
	<u>Developmental Opportunities:</u> Learning: - Managerial Accounting Course (all) - Financial management course (all) - Information Resources Management College, Information Management Planning (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Strategic Planning**

4	Competency: Business Process Reengineering	Proficiency:		Level:					Skill Topics:									
<u>Strategic Value:</u> To ensure the organization's methods and processes support customer requirements, both cost and technical.	<u>Learning Objectives:</u> Knowledge of and ability to apply analytical methods and procedures to review and assess information management processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.	Current		Required		E	I	J	S	Ex	<div>- Economic analysis principles</div> <div>- Activity-based costing</div> <div>- DoD and DON budget and procurement processes</div> <div>- BPR methodologies, metrics, tools and techniques</div> <div>- Automated information systems for specific computer projects</div> <div>- Plan and budgetary document development to support requirements</div>							
		0	1	2	3	4	0	1	2	3		4						
	<u>Developmental Opportunities:</u> Developmental Opportunities: Learning: <div>- DoD BPR Certificate Program (all)</div> <div>- Information Resources Management College, Reengineering Organizational Processes (all)</div> <div>- Information Resources Management College, Information Measuring Results of Organizational Performance (all)</div> <div>- Information Resources Management College, Information Management Planning (all)</div>	<u>Gap Assessment:</u> <div><div></div><div>-</div><div></div><div>=</div><div></div></div> <div>Required</div> <div>-</div> <div>Current</div> <div>=</div> <div>Gap</div> <div>Proficiency</div> <div>Proficiency</div>																
		<u>Gap Mitigation Strategy:</u>																

Career Area: Information Management**Job Role: Strategic Planning**

5	Competency: Business/Financial Management	Proficiency:					Level:					Skill Topics:					
<u>Strategic Value:</u> To provide financial planning and budgeting, fiscal management, financial analysis and reporting, and accounting support for DON IM/IT programs.	<u>Learning Objectives:</u> Knowledge of and ability to develop budgets, prepare data for POM submission, analyze and assess program performance, and apply financial performance metrics.	Current					Required					E	I	J	S	Ex	<ul style="list-style-type: none">- Budget development- DoD PPBS/POM preparation- Program executability analysis- Affordability assessment- Resource allocation/optimization- Documentation preparation- Shortfall identification/tracking- Risk mitigation strategy development- Project baseline preparation- Trend analysis and forecasting- Accounting financial systems
		0	1	2	3	4	0	1	2	3	4	X	X	X	X		
	<u>Developmental Opportunities:</u> Learning: <ul style="list-style-type: none">- Information Resources Management College, Information Management Planning (all)- Information Resources Management College, IT Capital Planning (all)- University/commercially available business, finance and accounting courses (all)	<u>Gap Assessment:</u> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap <u>Gap Mitigation Strategy:</u>															

Career Area: Information Management**Job Role: Strategic Planning**

6	Competency: Info. Technology, Info. Mgmt., Knowledge Mgmt.	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To ensure organization information resources are strategic assets that will provide the backbone of DON decision-making needs by utilizing information and knowledge resources most effectively.</i>	<u>Learning Objectives:</u> Knowledge of and ability to manage information, knowledge, information technology and related resources according to Federal laws and DoD, DON regulations.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Information management - Information resource management - Computing and Communications - IM/IT acquisition - Information resource management regulations, policies and procedures - Knowledge Management - Leadership - Performance assessment - Capital planning and investment - Technology advances - Strategic planning - Process/change management - IM/IT architecture - Information Assurance
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College, CIO Certificate Program (J, S, Ex) - Federal CIO Council, CIO University (S, Ex)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Proficiency - Current Proficiency = Gap </div>							
		<u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Strategic Planning**

7	Competency: Program Management	Proficiency:		Level:					Skill Topics:
		Current	Required	E	I	J	S	Ex	
<u>Strategic Value:</u> <i>To achieve the needed outcomes of a specific program and related projects by ensuring proper management, performance and administration.</i>	<u>Learning Objectives:</u> Knowledge of the required outcomes, functional and political environments, organizations, activities, and constraints affecting a program. Knowledge of project definition and the ability to: relate required results and costs; lead teams that include members not in one's chain of command; apply systematic thinking to develop action plans; develop approaches to satisfy requirements and resolve issues; and ensure overall project quality. A PM has the knowledge and ability to coordinate the work of assigned staff and other functional experts matrixed to support the task.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Program strategic planning - Program role in organization/enterprise - Visionary leadership - Performance assessment - Project integration management - Quality management - Risk management - Financial management
	<u>Developmental Opportunities:</u> Learning: - Information Resources Management College: (I, J, S) --Information Management Planning --Information Technology Acquisition for the CIO --IT Project Management --IT Capital Planning - STAR Program (all) - DAWIA (all) Work-based: - Serve as Contracting Officer's Representative (J, S)	<u>Gap Assessment:</u> <div style="text-align: center;"> _____ - _____ = _____ Required Current Proficiency Proficiency Gap </div> <u>Gap Mitigation Strategy:</u>							

Career Area: Information Management**Job Role: Strategic Planning**

8	Competency: Contracting Officers Representative (COR)		Proficiency:		Level:					Skill Topics:
			Current	Required	E	I	J	S	Ex	
Strategic Value: <i>To ensure contractor performance and delivery is in compliance with a given contract.</i>	Learning Objectives: Knowledge of and ability to make technical decisions within the scope of the contract/task; serve as the day-to-day point of contact for contractual matters; assess the technical quality of performed work; approve deliverables for acceptance.	0 1 2 3 4	0 1 2 3 4		X	X	X			- Deliverable item review and approval - Contract types (e.g., IDIQ, cost reimbursable, time and materials, firm fixed price) - Cost reporting - Contract rates - Delivery orders - Other direct costs (ODCs) - Contract Line Items (CLINs) - Contract milestones - Life cycle management - Statements of Work (SOW) - Contract options
	Developmental Opportunities: Learning: - STAR Program (all) - DAWIA (all)	Gap Assessment: <div style="display: flex; justify-content: space-between; align-items: center;"> <div>_____</div> <div>-</div> <div>_____</div> <div>=</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between; align-items: center; margin-top: 10px;"> <div>Required Proficiency</div> <div>-</div> <div>Current Proficiency</div> <div>=</div> <div>Gap</div> </div> Gap Mitigation Strategy:								